

# SALES MANAGEMENT

## *for September*

### YOUR SALESMAN'S PAY CHECK

*An Investigation*

### HOW WE GO AFTER THE SMALL TOWN BUSINESS

*By E. D. Voorhis, H. D. Lee Company*

### KEEPING OLD ACCOUNTS FROM LEAVING HOME

*A Letter Article*

### UNCLE SAM'S GREAT SELLING ADVENTURE

### HEADING OFF THE TRADE MARK POACHER ABROAD

*By Waldon Fawcett*

### SALES MANAGER'S CLUBS AND THEIR WORK

*By J. C. Aspley*

### AFTER THE SALESMAN SENDS IN AN ORDER

*By R. H. Goodell, Greenfield Tap and Die Corp.*

### THE SALES MANAGER'S JOB AS I SEE IT

*George Ed Smith, Royal Typewriter Co.*

### A CURE FOR THE HIGH COST OF DISTRIBUTION

*By P. S. Salisbury, Ingersoll & Bro.*

### BIG RESULTS FROM SMALL LISTS OF NAMES

### LUNCH TABLE SALES STRATEGY

*By S. Roland Hall*

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CHARGE OF THE SALES DEPARTMENT



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AUG 27 1919

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# Sales Management

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Edited by J. C. Aspley

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## Your Salesman's Pay Check

*We are on the brink of a general shake-up in compensation plans for salesmen. The present systems have been proven totally inadequate to the emergency we are facing. The earnings of some commission men are out of all reason. While salaried men complain bitterly that they can make more money toting a hod. What is the answer?*

The next few months will see more radical changes in paying salesmen than ever before. In fact, the shake-up is already well under way, as evidenced by the announced decision of the Phoenix Mutual Life Insurance Company to discontinue paying new salesmen commissions and putting them on a salary and bonus instead. Nearly all the shoe concerns are getting back to the salary basis just as fast as they possibly can. Here are two lines of business which have in the past been firm advocates of the straight commission for salesmen exactly reversing their positions. Why?

### Are Salesmen Profiteering?

The answer is plain. The fundamental weakness of the commission plan is that it rewards a man on the basis of amount of sales, rather than effort and ability involved. Shoe salesmen, for example, did not have anything to do with shoes advancing from \$3.00 to \$10.00 a pair, yet they get six or seven per cent on every pair sold today just the same. And this, in spite of the fact that less effort is required to sell high grade shoes today than when they were one-third of the price. The shoe salesman, therefore, is to put it plain, a profiteer. He is taking a profit which he has not earned, and which by the time it gets to the consumer will have probably doubled.

Salesmen, quite naturally, cannot see this at all. To quote a muslin underwear salesman who is making \$1,000 a month where he used to make \$250: "Why shouldn't I get the same commission on my sales. I'll admit that the price of my line has gone up, but it costs more to live." And so it does—but he is justifying a 200 percent increase in earnings, whereas the figures show that the average increase accorded

salaried salesmen since 1914 would be about 33 per cent—a figure which about compensates a salesman for increased living costs, even though that figure is still far below the seventy point mark which represents the increase of real value in this country since the country entered the war.

This is the situation sales managers are up against. Either salaries must be done away with, and salesmen put on a pre-war commission basis, or commissions must be cut down, or, and this seems like the solution—a compromise between the two plans must be adapted. Otherwise, injustice will be done the salaried salesman on one hand, and injustice done the ultimate consumer on the other hand. The public, at large, is in no mood to countenance wasteful distribution methods, neither is it likely to long continue paying a profit on bloated selling costs.

### Bonus Instead of Commission

Our investigation shows that sales managers generally appreciate the situation. Some of them have already started the wheel turning. Others are waiting for the first of the year. The following letter from the sales director of a great wholesale paper house in the east, one of the group who are waiting for the first of the year, puts the whole issue into tangible terms, and gets it out in the open:

"We are paying on the commission plan. I can tell you, however, that starting with the first of next year, we are going to have our salesmen solely on a bonus plan. The amount of bonus they will receive will be strictly up to members of the firm. That is, we will decide their bonus at the end of the year. In deciding the bonus, we will

take into consideration the time they have been with us as well as the amount of their sales and profits.

When you sift the whole problem of commissions, bonuses, etc., down to the bottom, it all amounts to one thing and that is, whether the salesman is satisfied with the amount of money he is making with the firm he is working for or whether he is not. If he is not satisfied, it is perfectly understood we will welcome any complaint he has to make and if it is just, we will most certainly try and make things right.

### The Salesman's Share of Profits

We have found that paying salesmen by commission is most unsatisfactory, because they want to go through the binders and see if they have received credit for all orders that have come to the house and, of course, they sometimes find some mail orders that have slipped through, although with the system we have, it is pretty hard to have this happen, and then the salesman may not think we are giving him the right amount of profit. There are all kinds of opportunities for friction and as I have said before, when it comes to the finish, it amounts to the same thing, whether the salesman is satisfied or not. We feel we will be able to satisfy our salesmen much better with this bonus plan and pay them to the limit."

It is a fundamental weakness of most compensation plans in vogue that the older member of the sales force, the man who did so much to help build the business to a point where it is comparatively easy for a new man to go out and get business, does not derive any benefit from his early industry. The owner of the business works hard until he gets the business established and or-



# Sales Management

ganized. Then he begins to take it easy. If a good organizer, it soon becomes unnecessary for him to spend much time at the office for the business is working for him. But with the one time salesman it is different. He works hard to get his business established, and he has to keep working or else he will be retired without pay. It is the knowledge of this certainty that impels men to start in business for themselves. This defect should be remedied, so that the older salesman, the man who is so largely responsible for the present high standing of the company, can profit from that work.

This may be done by changing the rate of commission. A well-known institution selling an educational course provided for its older men by paying an added or extra bonus commission to all men who had been with the company for a given period of time. In this instance the commissions were worked out so that the older salesmen earned 25 per cent more on every sale than a new man. "We did not feel," the sales manager of this concern said, "that the new men joining the organization were entitled to a higher rate of commission because our product, far from being harder to sell at the advanced prices, was infinitely easier to sell than it had been several years before at the lower

price. So in starting new men we have started them at the old rate of commission. Were we to again increase our prices, our policy would be to increase the commissions by the same percentage."

Another unhealthy practice that needs correction is the policy, in lines such as the subscription book business, of paying a full commission immediately upon receipt of order. For example, if a salesman should sell a set of books on terms of five dollars down and five dollars a month and the commission is \$25, he will receive his \$25 immediately upon depositing the order with the \$5 first payment. This practice leads to many grave abuses. One subscription book concern has just instituted a new plan by which the commission is paid to the salesman as the money is paid by the subscriber, all first money paid going to the salesman. This plan also provides a special bonus on annual volume sales. A salesman, for example, who sells one hundred sets a year is entitled to an additional bonus of \$2 on each set, this bonus being paid continually as long as the volume does not fall below 100 in any given year, after the first year. In addition to this annual bonus there is a monthly bonus varying from 50 cents for twelve sales within one month, to \$2.50 for twenty-four or more.

The object of these bonuses is to encourage the men to keep working at top speed all the time. To encourage large first payments, a first payment bonus amounting to ten per cent, not to exceed five dollars on any one sale, is given on all money collected and remitted with order.

Most of the concerns replying to our questionnaire lean toward paying salesmen a straight salary with some sort of a bonus or commission based on a agreed upon quota. There are numerous plans of this type in use, but this one used by a large manufacturer of valves is typical:

"At the beginning of each year, we set a yearly quota for each salesman. At the end of each month we bulletin the standing of each man. We estimate that in concentrated territories like New York City or Philadelphia that individual sales will run from \$300,000 to \$400,000 per year. In other territories, if a man secures from \$100,000 to \$150,000 we think he is doing very well. Taking the latter size territory as a fair basis, we assume that the character of man that we desire on our staff should be worth at least \$200.00 per month or \$2,400 per year. The traveling expenses will amount to approximately \$2,600, making a total of \$5,000 per year direct selling

(Continued on page 261)

## How Salesmen's Pay Checks Have Increased

(From data received after the recent report on this subject had gone to press)

LINE OF BUSINESS	Usual Method of Compensation	Average Starting Salary	Average Net Earnings	Increase Over 1914	Sales High Water Mark	Compensation Details
Auto Tires.....	Salary	\$1,500	\$2,500	66⅔%	\$300,000	Bonus on Percentage of Expense to Sales
Auto Trucks.....	Salary & Commission	1,200	2,400+1%	30%	300,000	Some Pay Straight 5% Commission
Boilers & Furnaces.....	Commission	1,400	2,700	25%	84,000	Usually from 2 to 7%
Correspondence Courses	Commission with Bonus	.....	5,000	25%	45,000	Commission Varies According to Product—
Dress Patterns.....	Salary	1,500	2,500	35%	200,000	Bonus on Competitive Basis
Electric Fixtures.....	Salary	1,500	2,400	30%	.....	
Electrical Supplies.....	Salary & Bonus	1,800	2,600	30%	.....	5% Bonus to 5-Year-Old Employees
Engineering Specialties.	Salary plus Comm.	1,200	2,400	25%	500,000	Bonus for Quota Excess
Grocery Specialties.....	Salary	1,400	1,800	25%	50,000	Point Bonus Generally Used
Oils & Greases.....	Salary & Bonus	1,200	2,000	25%	75,000	Bonus for Increase Over Previous Year
Overalls, Pants, Etc....	Salary & Bonus	1,500	3,500	20%	.....	Some Pay Straight Commission
Paints & Varnish.....	Salary	1,200	2,000	20%	70,000	Various Bonus Plans Used
Plumbing Supplies.....	Salary & Bonus	1,500	1,800	25%	450,000	Bonus on Quota Excess
Tractors & Threshers..	Salary plus Comm.	1,500	2,500	50%	185,000	
Washing Machines.....	Salary & Commission	1,800	2,500	50%	.....	Salaries Based on 10% of Sales
Watches (low priced)..	Salary	1,500	2,200	50%	.....	Cash Prizes for Big Sales
Wall Board.....	Salary & Bonus	1,800	2,400	37%	250,000	Bonus on Quota Excess



# How We Go After the Small Town Business

By E. D. Voorhis

General Sales Manager, H. D. Lee Mercantile Co., Kansas City

*It is estimated that thirty-five per cent of all the wealth which the farmers are taking out of the soil finds its way into the small towns adjacent to their farms. That means that a mighty big slice of our wealth is concentrated in small towns. A few wide-awake concerns have already discovered the small town, among these being the makers of Lee Union-Alls. So we have asked Mr. Voorhis to tell us some of the things he has learned about developing this market, which he very kindly agreed to do.*

When one of our men walks into a dealer's store, and the dealer asks him what he is selling, our man replies: "Here is what I am selling, look me over."

All our salesmen are requested, in fact compelled, to wear the garment they are offering. One day, for instance, a man wears a khaki sample, the next day a hickory stripe, the next day a blue denim, and so on down the line. In this way the entire line is advertised. The garment offers a ready card of introduction to any store. It short cuts the selling process. It saves explanations. It demonstrates the article, and its superior qualities immediately attract favorable attention. Nowadays a buyer wants to get down to brass tacks in a hurry and do away with all the formalities which take time and have no meaning in themselves.

Our business has been built up by intensive working of small towns by just such spectacular methods as this. We have found that the so-called small town market is broadly speaking the very backbone of success—a veritable pot of gold—for a business such as ours. And it is a market that the automobile has brought right to our doors.

I have talked with sales managers who say they cannot get their salesmen to work the small towns. I have little sympathy for any sales manager who lets his department run him. **Our men make every town in a state where there is a store that our credit department will sell.** It may only be a town of six people and 140 miles from a railroad. But that makes no difference. Our policy is 100 per cent distribution, and we get only men to whom we can sell the idea of 100 per cent distribution. We pay them a straight commission. We require them to have cars. If they cannot themselves finance a car immediately, we advance the money until their commission takes care of it.

One of the big advantages of working by auto is that a salesman does not have to hang around waiting for a train. That means he can make his sales quickly. The fact that he wears the garment enables him to make an immediate demonstration in a store, not only before the dealer, but before any people who may be in the store. There is no delay, no waiting, no loss of interest. The thing is done in a minute, the demonstration successfully completed and the dealer or merchant's interest aroused. Likewise those of the bystanders. In fact, it is not infrequent for our men to

interesting will take place at a certain time.

For instance, one of our New York city salesmen demonstrated in a window in one of the large department stores last week for one hour and fifteen minutes. The result of the demonstration was that traffic rules had to be put in force and one hundred and eight suits were sold by the work garment department during the time of the demonstration.

The small town dealer is uniformly prosperous, even though he may be only a storekeeper. He is in an agricultural community and all agricultural communities, as a rule, are

uniformly prosperous. The dealer is not affected by speculative turns of the market and while he is a great deal contradicted by different salesmen, at the same time he knows as far as his community is concerned people have so much money and will spend so much money year in and year out. He is therefore in a more receptive mood to the arguments of the salesmen.

The more inland a dealer may be the more receptive he is to the arguments of the salesman and generally the larger amount he will buy.

We have found this to be

true. The dealer who is off the railroad is not so frequently called upon by salesmen and does not see many new faces. Therefore, he likes a change of face, he likes to sit around and talk and hear new ideas, and he is more inclined to give a nice order in order to get the salesman back there again. The general desire of the average salesman is to follow the lines of least resistance, which makes it possible for a good, live, wide awake manufacturing concern to do something different and to get the business that the other fellow is letting go.

In the average small town community there is about so much buying and so much selling each year in good times and



Lee Union—All Salesmen Are Living Demonstrations of the Product They Have to Sell

get into a town and deliver a corner demonstration to a large and interested audience. They also go into the large factories wherever possible and arrange to make demonstration during noon or other hours with the consent of the superintendent. It is a common occurrence for our men to get into department store windows during the evening rush hour and give a live demonstration, sometimes with the help of a woman model. An announcement card is in the window two or three hours before the demonstration takes place, telling the public and the passersby to be on the lookout, as something very

# Sales Management

bad, and by analyzing the farm market carefully, by getting the number of buying units in each community in the state, you can figure up pretty generally what your business will be if you will go after it. Furthermore, it must be borne in mind that the average country dealer and small town merchant is good pay. While he may frequently be slow he generally manages to get around to his bills. The chief difficulty in developing small town trade is the difficulty in getting men who are willing to work hard enough to undergo the hardships of travel and to remain sufficiently long away from the bright lights and from their families to make their income out of the small towns.

To supplement our work, it is a practice of nearly all of our men to run four campaigns a year of their own from their point of residence in their territory. This injects the personal touch into their business and gives the salesman prestige in the buyer's eyes and establishes him as the official voice of the house because this salesman is using information drawn from the general letters of the executive departments of the house.

In a small town in Idaho the other day our salesman called upon four merchants. The town itself had one hundred and six people, but fed a pretty fair agricultural community. The amount of business secured from these four accounts was \$3,200 in our particular commodity, one article. Where does all this buying power come from? Simply this: the buyer knows that the salesman won't be around for the next three months and therefore buys enough. Furthermore, times are prosperous and he figures that as he was constantly reaching out for more trade in his territory he could absorb a large quantity of goods, and not be caught with his stock short handed. This is only one instance of where large purchases come from small towns.

The other day one of our representatives called on a very small town in Nebraska. This store was a small one, not very neatly kept, had a very small rating according to the commercial agencies. But this man did a business of \$90,000 a year and was able to buy and discount bills from \$600.00 to \$1,200.00 from any one manufacturer. But the average salesman, who did not know the power, or purchasing power of the small town dealer, in an ordinary community might be inclined to pass this store up, simply because it did not have a good outward appearance. We get our business by not neglecting any store and by analyzing each community carefully and thinking that each store should produce so much business for us. We do not give exclusive agencies and on this principle of close analysis we dig up the pot of gold in each and every town in the state and do not let any business get away from us.

## Registration of Salesmen in France

A bill has been adopted by the French Chamber of Deputies and the Senate requiring all commercial travelers in French territory to be in possession of registration cards. These cards must show the profession, name, date and place of birth, nationality, and domicile of the bearer, and must bear a photograph. Papers must be produced in support of the applications, together with a written statement by the traveler's firm, vised by the Chamber of Commerce as regards French firms, and in the case of foreign firms with no branch in France, by the French consul in the town where the head office is established. Registration cards are delivered by the French consul in the case of foreign firms.

All cards must be renewed every year, and will be subject to an annual tax of 10 francs. A delay of three months from the date of the promulgation of the present bill is granted to all commercial travelers in French territory in order to conform to these regulations.

"I want to go on record to the effect that we consider SALES MANAGEMENT an extremely valuable publication; in fact, it is read by every member of our sales department. There seems to be a certain "brass tack" character to all the material that you print, and, as you have probably learned from other sources, this is just exactly the stuff a sales manager needs."—G. W. LEE, GENERAL SALES MANAGER, TODD PROTECTOR GRAPH CO.

## Introducing THE POSTER "EXTRA"



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# A Plan to Keep Old Accounts From Leaving Home

By A National Sales Manager

After you have read this article you will see why it had to be run anonymously. But we have before us the records showing that the plan has worked mighty well, and we do not hesitate to recommend it to any sales manager who feels the need of building up the closest possible personal relations with customers. It was originally used by a big wholesale house.

Have you ever had a nice fat account leave home for no good reason whatever? I guess it has happened to all of us sometime or other. If we are easy-going we say to ourselves, "Oh, well, you have to expect to lose an account once and a while." If we take our business seriously, and believe in putting up a finish fight for business, we start the wires buzzing and never rest until we have the account safely back in the fold. But it is usually harder to win back an old customer than it is to land a new one and it costs money.

The way to keep old customers on the books is to remove the main reason why most of them leave—and this reason is lack of personal contact. When the business was small the "Old Man" used to

know all his best customers by their first name. It was "Hello, Bill, old boy, how's the Kid getting on?" or "By George, Frank, you are getting as round as a dumpling—anything running around the house yet except the fence?" It goes without saying that Bill and Frank were mighty strong for the "Old Man" and for the House, and it never occurred to them to buy elsewhere. If the price was not right, they knew that all they had to do was to take it up with the "Old Man" and he would make it right. Hadn't he told them that he would? That was when there were only a few dozen customers on the books. Today there are several hundreds, and of course, the "Old Man" is far too busy to waste time chinning

with country customers. That is what he pays his salesmen for. And naturally the customer and the salesmen get just as chummy as the customer and the "Old Man" used to get—so chummy in fact, that when the salesmen gets to feeling his oats and goes into business for himself he usually takes a long string of nice accounts with him.

Like most everybody we found ourselves up against this problem good and plenty. Every few weeks we would drop an account. Somebody cut the price on an initial order, or made a free deal, or did something to sever the customer's relationship. It was getting to be serious. I figured out that in such cases an ounce of prevention is worth a ton of cure, so I

SPECIAL LETTER REPORT

July 26th 1919

Write Frank Findley  
 Town Whitefish  
 State Montana

Reception Very pleasant call indeed - has a nice up-to-date store. His wife helps him out very pleasant woman

General Items Talked About \_\_\_\_\_  
Gave me order for \$150 worth of stuff

Interested In the whole line

Interests Outside of Business Congratulate him on his playing the traps, drums orchestra chairs etc. Heard him play Sat. night. lots of pep

SALESMAN Fred Eldrige

The Salesman's Report

( COPY )

August 3, 1919

Mr. Frank Findley,  
 Whitefish, Mont.

Dear Mr. Findley:

Perhaps you do not know how happy you made our Mr. Fred Eldrige, when he called upon you last week in Whitefish. Therefore the writer thought he would drop you a line, not only to thank you for the nice order you gave Mr. Eldrige, but also for the courtesy shown him.

Fred tells me you gave him the best demonstration of Traps, Drum, Orchestra Bells etc., that he ever heard — and Fred has got about a good deal I assure you. To use Fred's words you showed "lots of pep" and it is easy to imagine just what that means on the drum. The writer only wishes he had been there to hear you himself. This has always been his favorite part of the orchestra ever since he was a kid when it was his one aim in life to get right up in front at the theater next to the "drummer man".

Again thanking you for the reception accorded Fred, and assuring you of a personal interest in every order that you send us, we are

Yours very truly,

JX/3 General Sales Manager

The Sales Manager's Letter



# Sales Management

decided to put back into the business that lost touch of intimacy which held our accounts so well in line twenty-five years ago.

My plan was simple. I furnished each salesman with what we called a special letter request blank. The salesman was told to mail us one of these blanks after every call on a new account, or any account buying over a certain amount of our stuff. The blank was designed to give the house information of an intimate kind that would serve as a basis for a friendly letter signed by the sales manager, or if important enough, by a higher officer of the company. These letters were entirely different from the usual formal business letter, in that they aimed at the human side of the sale, and touched only lightly on business.

Of course, the salesmen who cooperated with us received the best results. Most of the men welcomed the letters as they actually helped them to get more business, but others were skeptical. The secret of putting over a system of this kind with the men is *not* to urge them to take it up. As soon as you urge it upon them they begin to back off. They figure it is some scheme to reduce their authority. In our case we got hold of some of the younger men who felt a greater need of cooperation from the house and won their support for the plan. They took out a supply of blanks and used them whenever occasion offered. The plan soon began to produce business for them, and they came back and told about the wonderful letters that the house was sending out to their trade, and how it was helping them keep business lined up. Naturally the older men grew resentful that we should extend this cooperation to Tom and Harry and not to them. "No wonder Tom can go out and clean up a territory, everybody in the office is working for him." Since the old timers feel that way, we are glad to give them the same cooperation, but only under certain conditions. And we lay down plenty of conditions. Out of forty salesmen, only three so far have not stepped into line and do not send us letter reports on calls.

An important part in the success of this plan is a card index record which shows the status of each customer as well as prospective customers in every town. It gives the name of the account, the address, the population of town, credit rating, and name of buyer. It also gives the quota that the account ought to sell of our products, based on such information as we are able to gather. It shows the number of items the dealer is selling, and the total number which he could sell but for some reason does not. All this information is printed on one side of the card. On the reverse side is a record of calls and letters. Each call is indicated by entries in blank spaces indicating date, advance letter form mailed, arrived time, and left time, the kind of reception received, and the follow-up letter mailed. This will no doubt seem as quite unnecessary information to record but it

pays. It is secured from the salesman's report and a \$15 girl can post all the cards of a good sized sales force.

With this information before you on a card you can determine at a glance just what sort of a letter to write, the thoroughness with which the salesman is working the account, the progress he is making, and the prospects for future orders. I think any sales manager will agree with me that having this information on record is a big help in properly working territories.

Another valuable feature in keeping a record of this kind is that it enables you to exercise a very close control over your salesmen. When one of our salesmen starts out he is furnished with what we call town reports—one green and the other

yellow. On these reports are listed the names of all customers (green) and all prospects (yellow) in that town. Opposite the names on the sheet are a number of columns showing what date the account was last sold, when last called upon. Then follow several blank columns for notations regarding the result of his call. He checks these columns to indicate whether it is a live concern, what other concerns in our lines they do business with, if an order was secured, promised or refused. We require the men to fill out these blanks before leaving town and return them to us.

"The grumbling employe is like poison. He not only hampers himself, but slows down the efforts of others." (Wilson.)

## EDEXCO Devices for Graphic Business Records



Executives who realize that the method of presenting facts is as important as the facts themselves use GRAPHIC METHODS.

When facts are shown in graphic form there is a great saving in the reader's time and lessened danger of misinterpretation. But the business man has found it hard to make ordinary engineering forms fit business conditions; hence the development of

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Crayons  
Gummed Paper Symbols  
Map and Pin Cabinets  
Swinging Leaf Fixtures  
Coordinate Paper  
Curve Cards  
Chart Outfits  
Millimeter Paper  
Year-by-Days Paper  
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County Maps  
Export Maps  
EDEXCO Map Mount  
Reminograph  
Mechanical Bar-chart  
Composite Bar-chart  
Special Control Boards  
Salesmen's Charts  
Stock Keeping Charts  
Production or Sales Charts  
Rivalry Charts

BANKERS AND BROKERS

CITY & STATE DEPT'S.

SCHOOLS AND CHURCHES

REAL ESTATE & INSURANCE

**TRIAL OUTFIT COUPON**  
EDUCATIONAL EXHIBITION COMPANY  
334 Custom House St., Providence, R. I.  
Please send trial outfit of EDEXCO Devices for which I enclose \$1.00.  
Name .....  
Firm Name .....  
Address .....  
My business is .....

# Zig-Zagging the Sales Plan to Success

By J. George Frederick

*"Strategy" is a much used but little understood word. In his forthcoming book, "Modern Sales Management," Mr. Frederick separates into orderly groups the fifty-seven varieties of sales strategy and shows how they may be applied. The following article is built up on especially interesting paragraphs from the manuscript itself, pieced together for this purpose. It is a big subject, and one which Mr. Frederick, through his broad experience as a sales counselor, is well fitted to write upon.*

When the Standard Sanitary Mfg. Company made up its mind to sell America a large volume of bath tubs in the face of a slow market a decade or two ago, there were a great number of plumbers in the business who couldn't even install a bath tub. They knew nothing of modern plumbing sanitation science. Plumbing as understood nowadays is a rather complicated engineering proposition, but this evolution did not take place until the Standard Sanitary Mfg. Company had spent many hundreds of thousands of dollars to educate plumbers in a course of instruction delivered by mail. An educational campaign for higher technical standards among plumbers was a great success. The result was that they were able to sell bath tubs and bath fixtures in the right manner and develop a large market for their product. That was broad strategy; an example of looking ahead many years; something which has brought permanent dividends to the company.

Narrow strategy on the other hand deals with something that will be of advantage to-morrow rather than fifteen years from now. One might call the two kinds long time and short time strategy. The short time strategy is careless of basic conditions, operates on the surface and with little information or principle or policy. If one is out for profit now at the expense of the future or if one has no care for the cultivation work needing to be done to-day if larger business is to be reaped to-morrow, long time strategy is of no interest.

## Direct Action or Offensive Strategy

The most simple form of effort against an opposing force is mass numbers, and brute force. It is of very great strategic value at times. Years ago Hood's Sarsaparilla was caught in a peculiar situation. A small competitor had discovered a sales plan which was "burning up the country" with success, and the Hood concern wondered how they should meet the situation. The line of strategy finally decided upon was to take the plan right from that small competitor's hands. The plan the competitor used wasn't a patented plan of any sort, but merely a good piece of strategy. The Hood people didn't allow it to get very old. The moment they decided it was good they took that piece of strategy

right out of the hands of the small competitor and developed it. They improved it, enforced it, featured it, and used all their force behind it, and did in a big way that the small competitors could only do in his small way. They got all the credit.

More simple examples are merely those of operating a campaign with especial vim and emphasis, so as to give it added zest and momentum. A thing done with vigor develops an atmosphere of success and confidence; inspires wholesome respect in opponents and often lends a magic which to some extent paralyzes opposition. Motion has a certain degree of hypnotism in it; the springing tiger, the racing horse, the athlete in action all have fascination in their very intensity of purpose and will. The presence of strong dynamic will tends to make everything surrounding it static and passive. An exceedingly positive man tends to turn the minds about him into a negative mood. Offensive strategy during the recent war has demonstrated how vital "morale" is in an offensive.

## A Standard Oil Stunt

Indirect strategy means moves that are altogether roundabout. Searches must be made for the "key log" in the jam of resistance to wider sales, and pressure must be exerted at strategic points. There are many interesting examples. The Standard Oil Company sells oil lamps and until recent years oil stoves. It is not a paying business in itself, but by such indirect strategy they are creating a greater consumption of oil. They couldn't permit lamps of perhaps doubtful utility to be made by indiscriminate manufacturers, because that would hurt the sale of oil, but by indirect action of providing suitable lamps they push up the sale of oil—even in the wilds of China.

The Globe Wernicke Company is another example. The sale of book cases depends upon the desire on the part of the people to read and the practice of having books in the home. It was obvious that if Globe Wernicke could develop a greater desire for books in the home, they would sell more book cases; so they started an interesting campaign and got out very handsome literature on choosing books, in which they told of the good books which ought to be in

your home, and didn't even mention bookcases. Many thousand bookcases were sold in this way.

There are business men who are Fochs and Von Moltkes in business strategy. Their minds are like a champion chess player. They can see many moves beyond the immediate. There were those who could see the future of the steel business, who saw, as Morgan did, the development of the mechanical industries, the development of the by-products industries, the development of general manufacturing and its call for automatic machinery, and all the other things which foreshadowed the great development of the steel industry. The Morgan-Schwab constructive type of mind, gifted with ability to see the complicated moves ahead, could easily see a 50,000,000 ton annual volume of steel, (a prediction which Schwab made in 1903 and 1904 and was laughed at), but Morgan and Schwab saw the moves ahead and proved they were the real strategists in the steel business by preparing for the market then foresaw.

In selling there are so many fine-cut factors, such apparently unexpected developments, delicate consideration, variable conditions and seemingly invisible elements that a sales manager who has a really difficult proposition needs to have in himself or in counsel a mind capable of working out future development through the complicated series type of strategy.

## That Burnt Almond Taste

A name or phrase often dawns a thing prematurely and unfairly, or at least creates a fatal opening prejudice. A so called lard or butter "substitute" suffers from the implication of inferiority to that which it displaces; it is far better strategy to give the article a special individual name and avoid the substitute thought. Similarly it was good name strategy for Calox tooth powder to call its sample a "child's size" instead of the repellant name sample. The example of Van Camp's Evaporated Milk, in making capital out of the prejudice against a certain burnt taste common to all such products, by calling it "that burnt almond taste" was good strategy, though conscientious regard for truth must be kept foremost in all such strategy. When a weak point exists it is good strategy to distract atten-



tion from it by emphasis upon the strong points.

The National Biscuit Company put forward the Uneeda Biscuit as a wedge and then forced an entire line of goods behind the Uneeda wedge. The Loose-Wiles Company, its competitor, saw the futility of any action which would aim to parallel what had been done with the Uneeda Biscuit. If they had taken their Sunshine biscuit and tried to drive through an entire line in the same way they would have failed. It would not have achieved the result desired because the surprise-value was gone. They pushed, instead, a whole line of specialties not featured by the National, and let the Sunshine biscuit follow along. Their strategy was directly contrary to that taken by the National Biscuit Company, but equally sound.

A sales manager may find himself in a more or less permanent position of compulsion to maintain a defensive because of certain legal, competitive, inherent or special conditions. All his plans and further strategy must in such cases be grouped about the central strategy of a defensive. All sales effort must in such cases have an underlying motif of defense; and future goals and plans built on that foundation.

## Advertising the Salesmen Into Buyers' Good Graces

There has been a noticeable increase lately in advertising designed to make buyers appreciate salesmen. Advertisements are appearing in both general and class publications emphasizing the service a salesman is qualified to render, and even going so far, as in the case of the American Hosiery Company copy, of actually picturing the sales force and summarizing their individual qualifications. The Johns-Manville copy ties up the salesmen with the line, but of necessity makes no effort to play up individual salesmen.

In the opinion of informed advertising men this type of advertising is going to become increasingly popular as the realization spreads that the primary function of advertising is to help the salesman. Practically all nationally advertised articles, excepting those sold by mail order concerns, sell through salesmen. Advertising is not intended to actually sell the goods, but rather to make it easier for the salesman to sell them, thereby cutting down selling costs.

A campaign of this type which reflects the variety of ways the matter can be handled in copy is that of the Dearborn Chemical Company, Chicago, which some time ago ran a series of ads in *Power*, each ad carrying the headline: "Ask the Dearborn Salesman." The copy would then give certain features of the advertised product and at the close would direct the prospect to insist that the Dearborn salesman give further details on his next call. An advertiser in the Grand Rapids *Furniture Record* had a salesman by the name of K. H. Redding-

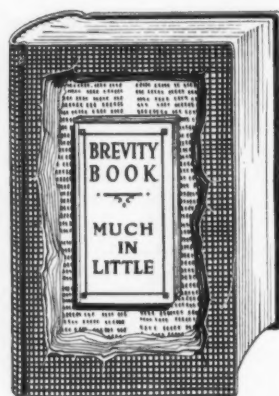
ton, who was nicknamed "Sunny Jim" because of his broad smile. Feeling that the sunny disposition of its salesman would make capital advertising copy, the furniture manufacturer had it photographed along with the wording: "There is a reason for the smile." As a result of this advertising Mr. Reddington states that many buyers came to his booth at the furniture exhibition and asked for the man with the smile.

That advertising lightens the salesman's task is brought out distinctly in a recent inquiry conducted by the McGraw-Hill publications. Over one hundred replies were received from buyers. Every reply received proved conclusively that advertising helps the salesman to secure better interviews—helps them close business more quickly—saves the buyer's time and the salesman's and makes for better business relations.

## Kneibler With Kirschbaum Clothing Company

A R. Kneibler, for the past several years general sales manager for the Baker-Vawter Company, Benton Harbor, Mich., has resigned to take an executive position with the Kirschbaum Clothing Company. Mr. Kneibler is known by reputation to the readers of *SALES MANAGEMENT* as he is an occasional contributor to these columns, and is noted for his progressive views on all sales subjects. Mr. Kneibler is succeeded by H. I. Gillogly.

Another important change of the month is the decision of J. G. Thomas, general sales manager of Purity Oats Company, St. Louis, to resign his position and take a three months' vacation abroad.



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## DO YOU KNOW

### The Great Value of Understanding the True Laws of Economics?

Deep, accurate thinking on business problems, independent judgment of business conditions, constructive planning and building, characterize men who are keen students of Economics.

This underlying science of business, more than any other, helps in developing depth and power of straight thinking. It deals with the true answers to questions of great practical importance; for instance:

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# When Your Uncle Sam Hired a Sales Manager

Some Sidelights on the War Department's Great Adventure in Using Forced Draft Sales Methods to Dispose of Its Vast Stores of Left-over War Materials

## Special Washington Correspondence

Sales managers in the commercial field who, in this day of rapidly growing "families" of products, are bothered not so much by the magnitude as by the complexity of their problems of sales direction and administration may, perhaps, feel disposed to take a leaf from Uncle Sam's book of salvage selling. The Secretary of War placed the job of "closing out" the war supplies in the hands of a Director of Sales, but wisely no attempt was made to have that executive endeavor to obtain intimate contact with the diverse lines of merchandise involved. Instead, the Director of Sales appointed a corps of assistants, each chosen because of his familiarity with the commodities over which he was given supervision, and each of these

made it impossible for him to lure from the commercial environment the stars of the sales firmament that he would really like to have as the divisional commanders of his sales organization. "They will not come for \$12,000 a year," remarked Director Hare rather bitterly the other day—"not the kind of men I want. They can go out and get double that."

Appropriately enough, this man who, in seven years, boosted the appliance sales of the United Company in Philadelphia from \$200,000 to \$2,000,000 a year, is strong for that quest of new cases for "one purpose" products that is the technical keynote of Uncle Sam's current selling campaign.

Foodstuffs, to be sure, could be sold

case in point was afforded by the disposition of the cartridge cases, the metal containers of the ammunition charge for the large calibre guns. The men "higher up" were almost unanimous in the skepticism that there was nothing for it but to junk this material. However, the specialist, whose special job this was, asked and obtained a few days of grace with the result that he has been enabled to interest manufacturers of souvenirs and arts and crafts specialties who are negotiating with the object of converting the cartridge cases into umbrella holders and other more or less useful articles.

Even more eloquent of what the spirit of resource can do in a sales emergency is the salvation that was found for the surplus hand grenades.

With war activities halted, it would seem that if there was any commodity that was, figuratively, a drug on the market, it was hand grenades. However some of the "volunteers" from the field of business, who went into the Army during the war wrestled with the problem with the result that the jobless hand grenades are, by the thousand, being transformed into small savings banks—the penny and dime banks that not only find steady sales in toy stores but that are also distributed ex-

tensively by savings institutions as a means of encouraging new depositors to open accounts.

For sheer sales genius there is, however, no chapter in this unique selling serial to compare with the story of "Army Ordnance Silk." When the curtain was abruptly rung down on the fighting in Europe, Uncle Sam found himself burdened with a three months' supply—that is, between 18,000,000 and 20,000,000 yards—of Army Ordnance Silk. Only, at that time, they did not call it by even that curiosity-pricking name. It was plain "cartridge cloth"—a gummy, oily, coarse-textured fabric that, to the layman, looked and felt like burlap. As a matter of fact it was "pure silk", being one of the "finds" of the

### DISTANCE LENDS ENCHANTMENT



C. W. Hare, Director of Sales of the War Department, qualified for his present position by working from the position of a salesman on the street selling gas appliances to the position of Manager of Sales of Appliances for the United Gas Improvement Company of Philadelphia (with forty-odd properties throughout the country) at a salary of \$15,000 a year. Mr. Hare came to Washington on the understanding that he was to receive a salary of \$25,000 a year as Director of Sales but the thought of a sales executive receiving more than a Cabinet officer so shocked Congress that it passed a law to the effect that no civilian employee of the War Department should receive compensation in excess of \$1,000 a month. That \$12,000-a-year-limit, Director Hare complains, has

readily enough to the civilian population and likewise articles of clothing, but overshadowing in value and volume such stocks was an accumulation of, say ordnance stores, that appeared to have no forte nor function short of ultra-modern warfare. And with a peace-preserving league of nations in prospect it seemed unlikely that a market could be found for the costly junk even among the nations that are supposed to have the habit of insurrection and revolution.

It was in this quandary that men who "knew the goods" saved the day for general executives who were plainly stumped, and incidentally gave the everyday sales manager an object lesson in the importance of utmost familiarity with his product from every angle. One

war and having established marked superiority over the cotton bags that were formerly employed to hold the propellant charges for projectiles fired from heavy artillery. But for all that the National Bureau of Standards has testified that it was really and truly silk, every thread of it, the relationship to the familiar silks of commerce did not at once promise a kindly fate for the huge remnant. Even the manufacturers who had manufactured the material advised the Government that there was nothing for it but sell the material for what it would bring for use as bagging.

The never-say-die sales manager was Lieut. Colonel E. E. Garrison of the Salvage Board of the Ordnance Department. He insisted, backed by a practical silk man that he called to his aid, that a small amount of labor and expense would transform the rough fabric into a product that would find ready sale and would command a much higher price on the market. The upshot of the matter was that allotments of the cartridge cloth in its raw state were turned over to reputable silk mills in the New York district for a series of experiments. When in due course, several of the leading fashionable dressmakers of the country were called in to view the result there was a series of exclamations to the tune, "Oh, where can I obtain some of that material?"

## Selling Heavy Warp Silk

What had been done was to, first of all, "boil off" the gum and oil that had been responsible for the rough, gummy appearance of the cartridge cloth and then by bleaching and processing to obtain a smooth fabric of the color and texture of pongee of silk Palm Beach cloth. Not content with this adventure in demonstrational work, the Federal Government's impromptu sales manager drafted his secretary as a manakin and attired the young lady in a gown made of the new-found material.

As soon as dye tests had proven that the material could be placed on the market in all the shades and colors demanded by public taste, it was evident that this heavy warp silk would find a tremendous market for wearing apparel for both men and women, but Lieut. Col. Garrison did not rest on his honors by any means. You see, he faced the problem of opening a market not merely for material of the weight and finish ideally adapted to personal raiment but for other weaves as well. Indeed, the Government's stock, varied to conform to the necessity for cartridge cloth of different weights for projectiles of different sizes, comprises five different grades of fabric with two or three different weaves in each grade. So the sales strategist proceeded to convince himself that not only would his pet material dye fast but that it would print perfectly. Thereupon he

set out to convince the trade—and it proved no difficult task—that this silken material is ideal for use as hangings, furniture coverings, printed tapestries and all upholstery uses.

Considered merely as a spurt in selling to move a baffling surplus, the spectacle of the adventure with "Army Ordnance Silk" is significant enough but it finds parallel to the problems of the everyday sales manager in that the market that has been revealed has every appearance of being a permanent one. Uncle Sam's interest, of course, is limited to the disposition of the cloth on hand or such portion of it as the Army does not want to retain for its own use but qualified business men who have had a peep at the samples declare that if, as claimed, this new fabric can be manufactured commercially at prices to compare with the various light-weight fabrics now in vogue for masculine summer attire, "sport clothes" for both sexes, etc., there is every reason to suppose that it will have a permanent place in the category of popular textiles. Incidentally this little flyer on the part of Uncle Sam's salvage selling organization goes to prove that a marketing manager in prospecting for new uses for his product may unwittingly spring the combination that will open to him the door of export demand. When certain foreign business interests, catering to trade in the tropics, heard of the miracle that had been worked with U. S. cartridge cloth they offered to take the entire stock with the idea of converting it into raiment for tropical and sub-tropical wear but for various reasons this offer has not been accepted.

## Putting One Over on the Bargain Hunters

When it was announced that the Government was ready to negotiate for the disposition of the cartridge cloth in its raw state several "bargain hunters" were among those who journeyed to Washington. On the presumption that they were dealing with an unsophisticated Army officer these prospective buyers urged that they could not afford to pay more than the most nominal price for the cloth. Asked if it would not be possible to "boil out" the greasy content they answered "Oh, my, no." Then blandly did the sales executive, who was not a professional army man but a silk man of many years' experience, owner of a large silk mill, remove from his desk several specimens of the goods and ask the buyers if they recognized them. The samples were test specimens obtained by these very buyers as the outcome of experiments which they had been quietly conducting in contemplation of making a bid for the goods. Which anecdote will serve in part to explain why the Government rejected, as inadequate, all the bids it obtained in July.

## Using Telephone to Build a Mailing List

A large successful phonograph and talking machine dealer uses the telephone freely in building up his mailing list. He has a skillful operator who calls up home after home in the territory on which he is concentrating and asks if the head of the household is receiving regularly the monthly lists of new records. The person answering is almost certain to reveal what instrument is owned, if any. If the answer is "We have no phonograph," the operator skillfully gets, in many cases, an invitation to send one out on approval or a promise to come down and look over the dealer's stock. An immediate canvass over the telephone on the purchase of an instrument would be objectionable, but by asking first about the monthly list of new records, the subject is approached with strategy. Besides, a really good mailing list for the monthly list of records is built up.

\* \* \*

Several prominent manufacturers are laying a future market for their product by furnishing house-organ editors with interesting articles that lay the foundation for sales. The Burroughs Adding Machine Company is one of this group. A variety of articles on the necessity for good accounting, the value of exact figures on costs, profits, etc., are sent out free of charge to house-organ editors. As such editors are often in need of good business copy, a fair percentage of the articles find their way to publication.

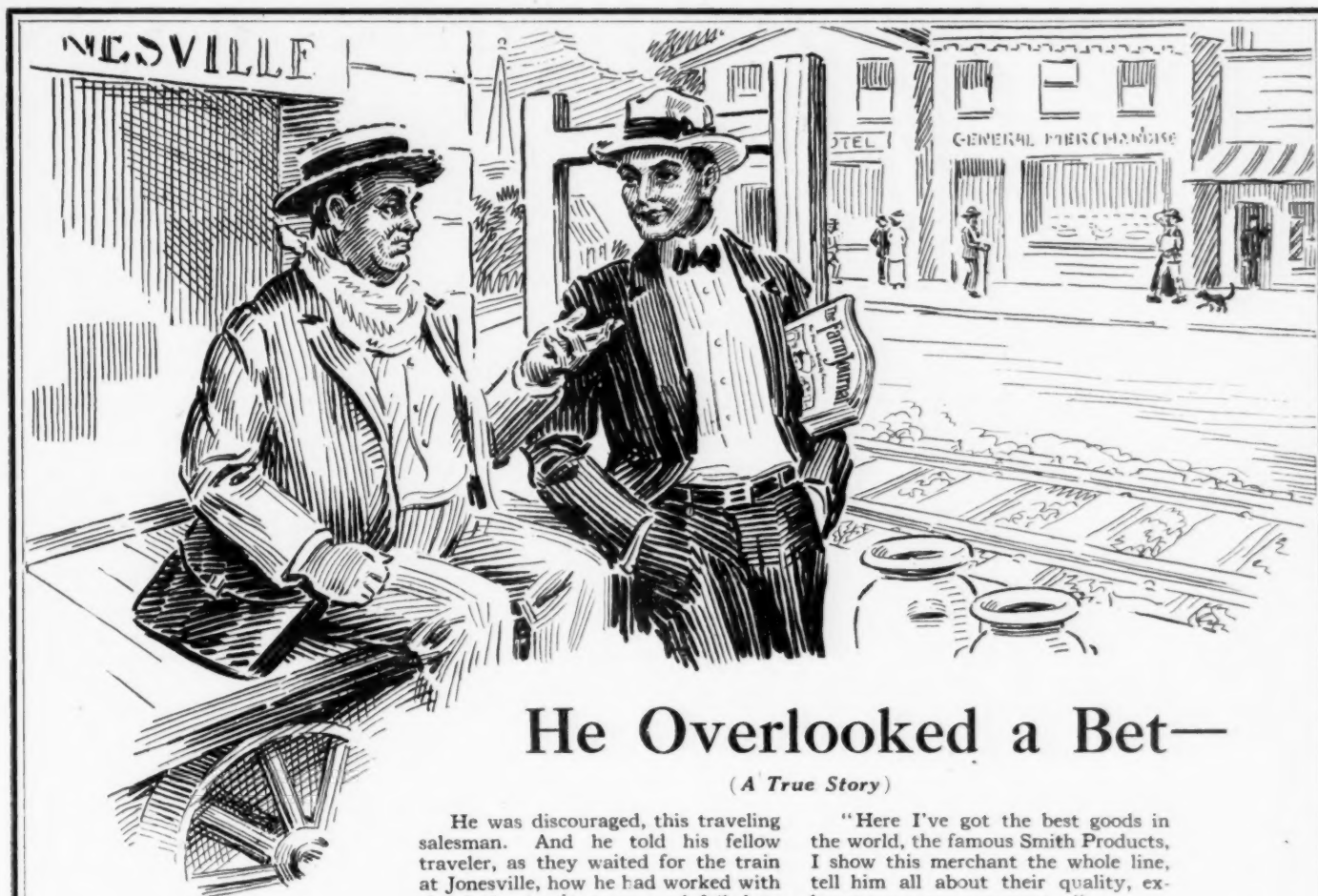
\* \* \*

A few far-visioned manufacturers are compiling lists of the retail salespeople who sell their products and sending them regularly a practical reading course in better selling methods, which, of course, winds up with something about the particular selling points of the manufacturer's goods. The fact that the material deals generally with improved merchandising methods commends up to enterprising merchants and keeps it out of the class of "just advertising matter." In a few cases known to the writer, the names and addresses of the salespeople have been furnished by the merchant.

\* \* \*

To insure against the failure of the local dealer to follow up an inquiry referred to him, the John Lucas Paint Co., of Philadelphia, in addition to writing the inquirer, writes a separate letter to the prospect **over the dealer's name** and mails it at once. It is not as effective, of course, as a letter in an envelope bearing the postmark of the dealer's town, but the method at any rate makes it certain that the inquirer gets a notification from a local dealer who can supply Lucas paints.—S. ROLAND HALL.





### He Overlooked a Bet—

(A True Story)

He was discouraged, this traveling salesman. And he told his fellow traveler, as they waited for the train at Jonesville, how he had worked with the dealer in *this* town, and failed to get an order.

"Here I've got the best goods in the world, the famous Smith Products. I show this merchant the whole line, tell him all about their quality, exhaust my every argument—"

"Wait a minute," said his companion. "I'll bet there's one thing you didn't tell this dealer. It happens that I represent The Farm Journal, the largest and most influential farm paper in the world. Your company is running a steady campaign on their Smith Products in our publication, yet it's dollars to doughnuts you didn't say a word to this dealer about it. Why not?"

"Don't you realize that The Farm Journal is reaching dozens of that dealer's patrons right in this community? Can't you see that if these farmers knew they could get Smith Products over there at his store, it would mean a lot of new business for that dealer and for you, too? Show the

dealer proofs of the advertisements you're running, get him to put them in his window, and pep up his business—why haven't you done this before?"

"Gosh," exclaimed the enlightened salesman as he wiped his moist brow, "what do you know about that—my sales manager hasn't told me a thing about the Farm paper advertising part of it!"

Before they got to the next town, the Farm Journal man had sold the salesman on his firm's Farm Journal advertising. Back went the salesman to Jonesville, used this new argument with the dealer, and sold him a nice bill of goods on the strength of it.

#### SALES MANAGERS

If your firm is using The Farm Journal now, be sure that your salesmen are utilizing the advertising 100%. If your company *isn't* one of the great family of Farm Journal

advertisers, see to it that it is used—it's the most economical, thorough method of reaching the National Farm Market.

# The Farm Journal

"The Paper to Farm By" Over 1,000,000 A Month

CHICAGO  
People's Gas Building

PHILADELPHIA  
Washington Square

NEW YORK  
15 East 40th Street



# Sales Manager's Clubs and Their Work

By J. C. Aspley

Editor, SALES MANAGEMENT MAGAZINE; Vice-president, Chicago Sales Managers' Association

*We are constantly in receipt of letters from sales managers all over the country asking us if there is a sales managers' club in their city, the address of its secretary and how to go about joining. This article is a review of the more active and better known clubs, and we hope it may be of interest not only to those already members of local clubs, but also to those who contemplate starting clubs in cities where at present none exist.*

Opinion is sharply divided as to the practical value of sales managers' associations. There is one camp of sales executives contending that sales management is a subject that is not suited to organization activities. Then there is another camp, and a growing one, which contends that if the advertising managers, the credit men, and the purchasing agents can get together and find betterment in organization, there is no reason why sales managers should not do as much. In view of this division of opinion it may be interesting to briefly consider what sales managers have accomplished in the way of local organization, and the progress made.

Generally speaking, there are two distinct types of local sales managers' organizations. One is the vocational type, of which the Milwaukee Shoe Sales Managers' Club is a good illustration, and the Chicago Auxiliary of the American Specialty Manufacturers' Association is another. These clubs are made up of competitors or at least concerns in allied lines. The other type is the general association with a membership drawn from every line of business. Two typical, and quite different, examples of this type of organization are found in the New York Sales Managers Club, and the Sales Managers Association of Philadelphia.

## New York Club Unique

Of the two organizations the Philadelphia club is the older being organized late in the year 1910 by a group of thirty odd sales managers representing large manufacturing concerns of that city. The New York club was organized in 1916—six years later. The New York club, however, is unique in many respects and has a most creditable record of accomplishment. Unlike the Philadelphia association and kindred organizations, it has no constitution and by-laws, no fixed dues, no rules that cannot be broken if the occasion would seem to demand it. Membership is by invitation only, and confined to non-competitive lines. The expenses of the club are met by periodical assessments.

While this type of organization, especially when membership is recruited from big gauged sales executives, permits of holding exceptionally open and helpful meetings, the usefulness of the organization is somewhat hampered. So it is not surprising that practically all

the other organizations prefer to keep their membership open to any qualified sales manager. This holds true of the Chicago, San Francisco, St. Louis, Los Angeles, St. Paul, Milwaukee, as well as the Philadelphia associations. It is also true of the Sales Managers Association of Canada, an organization which from some standpoints, is pointing the way for clubs on this side of the border.

In reviewing the work of these various associations it is significant that the most successful clubs are those who undertake something more substantial than an occasional get-together meeting. A commercial club is no different from any other kind of an undertaking—there must be some definite goal to work toward, some common fight to wage. Remove this propelling reason and the club soon dies of inertia. The Ad Club movement met with only mediocre success until the "Truth in Advertising" cause was sounded at Baltimore. Without its data department and its specialized departmental benefits the Association of National Advertisers would lack its present hold on members.

## Why Some Clubs Have Failed

A sales managers club, if it is to appeal to the best brains of the profession, must have a clearly defined common cause to promote, and offer the member something more enduring than oratory and second grade entertainment.

The Sales Managers Association of Canada meets this issue by maintaining an employment bureau for salesmen. It keeps its membership, through the medium of a paid secretary, fully informed as to railroad passenger service of interest to sales managers, it goes to considerable expense to get full data regarding hotel rates and has exerted a strong political influence on legislation affecting hotel accommodations in the Dominion. One member of the Association was appointed to the Government Advisory Board under the Dominion Hotel Act. Its activities in these directions and the concrete evidence which exists as to the need for a strong, all-inclusive organization of sales managers in Canada, has won the interest of the most influential sales executives in Winnipeg, and practically all local sales managers belong to the association.

Lack of a national organization has handicapped the American clubs from exerting any decisive influence on legislation, although the New York club was instrumental just prior to the signing of the armistice in calling the attention of Congress to the need of some definite reconstruction program and policy. The nearest approach in this country to a national association of sales managers is the American Society of Sales Executives, which, however, is of too limited membership to exert much of a political influence. Influences are at work to remedy this condition and it is hoped that within a year a start will have been made toward a national federation of existing clubs. But before this federation can assume weight we must have more local clubs than we have at present.

## How to Start a Club

It is a very simple matter to organize a sales manager's club. It can be started in a small way by two or three sales managers meeting at stated periods for luncheon. If a more pretentious organization is desired you might be able to do as the Lincoln Sales Managers Club did and take over the charter of a local salesmanship club. The Lincoln club was organized by N. H. Williams, of the Cushman Motor Company, and while still in its swaddling clothes, bears every indication of success. Membership in this club is limited to 30, the object being to have a waiting list. There is something about a waiting list that lends attraction to a club. Like the New York Sales Managers Club, the Lincoln organization restricts membership to non-competitive lines by the following clauses in the by-laws:

**Qualifications for Membership:** All adult white male persons engaged as sales managers or executives in industrial or commercial organizations manufacturing or jobbing merchandise through salesmen in the territory tributary to Lincoln are eligible to membership.

The qualifications of all applicants are to be passed upon by a membership committee. No person shall be considered by that committee who is engaged in a line of business similar to the line of any active member of this club in good standing, unless that name is proposed by that member.

As to what dues shall be charged that depends entirely on how frequently meetings are to be held, whether or not paid lecturers will be engaged to ad-

(Continued on page 266)



### How Much Is He Worth to You?

**T**HE Loyalty and Belief of the Retailer who sells your goods constitute your most valuable asset.

Your plant might be destroyed, but his good will would be the collateral upon which you would rebuild.

He is the *permanent part* of your business.

He is the most vital cog in the machinery of your distribution, and your alliance with him must be in the nature of a real partnership.

There is no better way to foster this asset than through the Dealer Education and Development system of the Bert L. White Company.

Information furnished upon request.

**Bert L. White Company**

*Dealer Development and Sales Promotion*

1215 Fullerton Avenue, Chicago

# Sales Management

A MONTHLY JOURNAL  
in the Interest of Better Marketing

## THE DARTNELL CORPORATION

*Publishers also of*

Books and Reports for Sales Managers and Salesmen;  
The Dartnell Monthly Sales Service and  
Other Sales Literature

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**VOLUME I**

**NUMBER 12**

**This Magazine maintains no free lists of any kind.  
To receive it regularly you must be a Paid-in-Advance  
Subscriber in conformity with Post Office Ruling.**

### The Wrong Way to Fix Salaries

Our sympathy goes out to Sales Director Hare of the War Department in his up-hill fight to get adequate salaries for sales managers in his department. The action of Congress in fixing a \$1,000 a month limit on the salaries paid to civilian members of the War Department might be expected of the Chicago city council or the Podunk village board, but to come from a supposedly efficient government is saddening. The action in itself is of minor consequence, the harm lies in putting the stamp of government endorsement on fitting the man to the salary, instead of the salary to the man. Such management puts a penalty on creative enterprise, and automatically deprives the government of a type of brains that could save the taxpayers millions of dollars through most profitably disposing of our vast accumulations of war materials.

The congressional edict takes us back to the dark ages of sales management when we used to see ads for sales managers to fill positions paying \$3,500 or \$4,000, as the case might be. But business men soon learned what our representatives in Congress are doomed to learn, that the salary you pay a man is of absolutely no importance. **THE BIG THING IS HOW MUCH DO YOU MAKE ON HIM.** A sales manager who

cannot increase net profits on sales is dear at any salary. A hundred thousand dollars a year would be reasonable for a man able to double the net profits of a \$75,000,000 corporation. There is hardly a sales organization that does not drag along by the heels a flock of bright young men drawing twenty-five dollars a week, while the real profits are made possible by a few top-notchers earning five thousand and up. Even the pampered son of a captain of industry understands this, but it has, apparently not as yet penetrated the one way brain cells of our so-called public servants.

\* \* \*

### Twenty-five Dollars a Year For a Trade Paper

We know an advertising man in Chicago who earns \$50,000 a year and only works about three days a month. He is retained by a large mail order house here in town to create merchandising ideas, and the head of that institution recently said he was the cheapest man on the payroll! When one of the departments gets stuck with a few carloads of felt slippers, say, he is called in and it is his job to think of some scheme for getting rid of them. This he usually does, and a few extra carloads thrown in. That one *idea* probably pays his salary for a year and pays the mail order house several hundred per cent on their investment besides. It is impossible to estimate what the value of a sales idea may be to the business. Nor can you tell at what moment and in what unexpected place a ten-thousand dollar idea may be picked up. Business men realize this more than ever before, and are willing to pay for ideas royally, as is the case of the mail order house mentioned. Even the smaller retailers and department stores feel an increasing need for keeping a flow of new ideas coming in, as evidenced by the way merchants all over the country are more than willing to pay \$25, the subscription charge, for "Advertising Ideas," a monthly bulletin started by the Dry Goods Economist folks. How different from the time when trade papers used to go begging at \$3.00 a year? Any thinking merchant will admit that one hundred dollars a year would be cheap for "Advertising Ideas" if he applied the ideas it contains. Any kind of a business idea is worth that much to any kind of a business—and a real selling idea might easily be worth a fortune.

\* \* \*

### Let Us Help Start a Sales Manager's Club in Your City

A year ago we pointed out in these columns the need of more and better local associations for sales managers. Since then the war has been won and a new era of sales management ushered in, so that the need for a strong and active club in every sales center is more pressing today than ever. As pointed out elsewhere in this issue



there is a great deal of constructive work which such an organization can undertake, aside from the good-fellowship and elbow-brushing side. Sales managers realize this need. Most of them would be dead anxious to join a live club; the only reason they hesitate is because they have been taught to believe that sales managers' clubs are big fuses at the end of little firecrackers.

There are all kinds of sales managers clubs just as there are all kinds of business houses, and all kinds of people. Some of them have a great future still before them, but others have already made themselves felt as a factor in business and have returned solid, permanent and tangible value to their membership. The New York Sales Managers' Club is a good example of what can be done if the right men are joined together and common sense substituted for word juggling. True, there are those who brand the New York Club as "snobs", but we have yet to hear anybody say the club was not benefiting its membership. In our opinion the results of the New York plan fully justify the exclusiveness which those on the outside so violently denounce. The very fact that such a feeling exists proves the case.

Do not put off starting a club in your city because a few doubting Thomases say it can't be done. It has been done in other cities. It can be done in your city. All that you need are a few congenial chaps and a mailing list of the live-wire sales managers in town. If you will supply the first item, we will be glad indeed to write all subscribers to SALES MANAGEMENT in your district telling them about the project and suggesting that they get in touch with you. And we will stand the expense of the mailing. Are you on?

\* \* \*

## Heading Off Adverse Legislation

It is possible, even probable, that our good friends, the flavoring extract manufacturers, may get caught in the meshes of the prohibition net unless they speed up their educational work considerably. Last year over 1,000 prohibition bills were introduced in various legislatures affecting the sale of extracts, which contain alcohol, and we may look for even greater activity this year. With all regard for the good work done by the legislative committee of the Flavoring Extract Manufacturers' Association it will have to get up well before breakfast to successfully cope with the situation that is gradually shaping itself, and far more than the \$300 appropriated for committee use will be required. If the flavoring extract manufacturers are as wise as we think they are they will at once start a war chest and wage an aggressive offensive, not defensive, campaign for flavoring extracts in paid advertising space. Such a campaign would, of course, be directed to the public at large. It would involve the use of newspapers,

painted bulletins, posters, farm papers magazines and every known form of advertising. It would spread broadcast all over the country the value of flavoring extracts, and so educate the public as to its manifold uses, that any misguided politician, who, by accident or otherwise, got flavoring extracts mixed up with booze, would soon learn about his mistake. But to be effective such a campaign should be started soon. If there is any more sitting on the plan the door will be locked after the cart has been swiped.

\* \* \*

## Prestige Alone Won't Ring the Bell on the Cash Register

No one can dispute the tremendous value of a good reputation in business. It makes it a good deal easier to get business, and even attracts customers that you might not otherwise get. But it becomes a liability instead of an asset, if you allow yourself to imagine that having built up a reputation, you can dispense with salesmanship and let Reputation do it all. Illustrating this point, one of our subscribers—there can be no harm in saying it was the National Stove Company of Lorain, Ohio—wanted something unusual in the way of a contest prize. So they decided to go to Tiffany's for it. The letter stated the requirements, concluding: "What can you suggest? It ought to be something suitable to commemorate the event. Why not the replica of some noted statue which is emblematic of our history? For instance, a bronze of the Minute Man by French." When this inquiry came to the firm that is so well known it does not even have to have a sign on the store, it was presumably turned over to one of the numerous long-coated gentlemen ornamenting the Fifth Avenue jewel emporium, who after due and careful deliberation relieved himself of the following.

Dear Sir:

We have received your letter of June 10th, and we regret our stock does not contain a bronze "Minute Man." The only piece which we have that would be at all appropriate for your purpose being "The Sergeant" by Remington. It measures 10½ inches. The price is \$65. It has no pedestal, nor are we able to furnish one.

Respectfully,  
Tiffany & Company.

Did this letter turn the inquiry into a sale? It sure did—for the other fellow; the chap back in Lorain who may have had a smaller stock but was at least salesman enough to take just as much interest in a \$50 sale as he did in a \$5,000 sale. The net result of the Tiffany letter was to indelibly impress on the minds of a number of executives of a good sized manufacturing plant that Tiffany's was a good place not to go if you wanted attention. Tiffany and Company might be able to do this and "get away with it" as the boys say, but there is only one Tiffany & Company and they are in New York.

# After the Salesman Sends in an Order

By R. H. Goodell

Manager, Merchandising Department, Greenfield Tap & Die Corporation

*Since Mr. Kingman Brewster took over the sales reins of this gigantic New England corporation many interesting organization changes have been made. Mr. Brewster, our readers will recall, was originally a lawyer, and before taking up his present duties travelled all over the country studying the merchandising methods of big business. A piece of his work that will especially interest our readers is the way he has linked up the production and sales departments by means of a "Merchandising Department." The duties of that department are outlined here by its manager.*

As now constituted our Merchandising Department is responsible to the Sales Department for the successful handling of orders and maintenance of good relations so dearly earned. To its care are given the orders from the moment of receipt until the goods have been shipped and invoiced.

Its duties in detail are:

- (1) Registering and Interpretation of Orders.
- (2) Records of Stock Sales by classes of Material.
- (3) Efficient, Economical but Safe Packing of goods in standard containers.
- (4) Prompt shipment from stock, according to the best service standards.
- (5) Prompt Billing and Notification of Shipment.
- (6) Correspondence with customers in all matters pertaining to the execution of definite orders.
- (7) Adjustment of Claims in accordance with company policy.

To the Manufacturing Department it shall stand as the single customer combining all the knowledge of past sales and future conditions so as to steady the workings of the plant, its labor and its raw material purchases. For that branch, therefore, its duties shall be:

- (1) To furnish advance notice of requirements so as to allow time for the increase or curtailment of manufacturing facilities.
- (2) To place orders for stock in quantities and types best suited to shop capacity and to so balance these orders as to avoid congestion where similar machine work is involved.

(3) To receive and house the product so as to avoid deterioration and maintain inspection toward that end.

(4) To assist in disposing of overstocks of unfinished parts and raw material.

The accomplishment of these many tasks can only be attained by an organization sub-divided so that each division has not only its own functions but its own high standards for which to strive.

The Mailing Division may save or lose an hour at the very start if our customers' orders were handled in an ordinary way, but they save it by starting their work a half hour earlier in the morning and with a double force.

The Order Division must not only be expert in the knowledge and adaptation of our goods, but also be endowed with imagination and judgment, supplying information lacking from many orders. There are truly many riddles to be solved. A pneumatic tube will shortly take the orders to the Finished Stores Department so that instead of the occasional deliveries of fifty or more orders there will be a dependable and even flow.

The Service Division is intended to represent our customers in all matters pertaining to their orders. They must advance his claims and instill his atmosphere throughout the entire organization.

The Claims Division has a very special and delicate duty. To make adjustments for such errors as may occur in shipping and billing, or defective goods.

Assisting indirectly are the office departments, Stenographic and Filing. The Stenographic Division is a central room into which is gathered all typing work, be it stenographic, dictaphone, straight copy work, order typing or stencil cutting. Its duties are to serve other departments, and upon its promptness depends largely their success.

The Filing Division handles and files all letters, orders and papers of whatever nature relating to prospective or past business, from current date back to the limit of time established by state law.

Stock Maintenance is our next care whereby our ability to gage our requirements in advance and within the manufacturing interval is measured the quality of our service. At the same time upon our caution and judgment depends the return on the money invested.

(1) Shipment from stock within twenty-four hours after receipt of order.

To claim our share of the business we ought to make our performance so pre-eminent and reliable that it will prove a magnet second only to the quality of our goods. This standard is high but by joint effort it is surely attainable. The saving of one, two and three days which place us above ordinary service, is the composite saving of an hour in handling mail, and five or ten minutes in each of the many succeeding operations. Alertness and a straight line without frills or angles brings

the bee home earliest with the honey.

(2) Willingness to accept substitutions of standard threads to facilitate delivery and reduce cost.

(3) Packing Slips to identify goods and assist in checking or applying material to respective jobs.

(4) Acknowledgment of orders not shipped within twenty-four hours with advice as to probable date of delivery in order that they may make promises and plans accordingly.

(5) Prompt notification of shipment by invoice. Our records have for some time consistently shown 90 per cent of bills rendered on the first day following shipment.

(6) Promptness and cooperation in assisting him by replacing shipments.

(7) Fairness and dispatch in adjusting his claims. In this matter it is quite possible that our attention and service may turn what would usually be a sore spot into an appreciated favor.

Altogether the Merchandise Department must be an organization of keen and intelligent employees, each considering how any small detail may be improved that will result in improved service to our customers. There must be criticism and suggestion from within and from without, for from the service standpoint no organization is more alive than its members and no condition is more harmful than the over confidence in thought of having done a perfect job.

## Jamaica Taxes Salesmen

Commercial travelers visiting ports in Jamaica will hereafter be obliged to pay a tax to the Jamaican Government for the privilege of transacting business on the island, according to a notice sent out by the passenger department of the United Fruit Co. This notice reads as follows:

"We are advised that effective at once all commercial travelers or representatives landing at Jamaican ports for the purpose of transacting business must register at the office of the Collector General and pay a commercial tax of \$50 each; also that failure to comply with this regulation will result in a fine of \$500.

"The foregoing applies to all commercial travelers or representatives, including British and Canadian.

"The above information should be given to all commercial travelers booking for Kingston or Port Antonio."

"I was very much interested in article by Mr. J. G. Chapline, entitled: 'The Three Classes of Salesmen.' I fully agree with the ideas expressed. I look forward to reading SALES MANAGEMENT."—S. Norvell, Chairman of the Board, McKesson & Robbins, New York City.

"A question for every business man is how to cash in on his satisfied customers, and to put them to work helping him sell." (Wilson.)



To secure full confidential information regarding persons applying to you for positions we maintain offices in all the larger cities and a corps of 20,000 inspectors covering all towns and villages.

## When You Hire a New Employee

You question him about his previous experience. You require references. You consult former employers. You may even require a bond—yet, with all these precautions there are frequent failures to uncover important information about his record or environment. The facts you need most to know, are the ones least likely to come out in a personal interview or through references named by the applicant. Our system of inquiry through disinterested persons is the quickest and most satisfactory method of securing complete and dependable information. *You cannot know too much about the people you employ.* The big investment you make in taking on a new employee well warrants the small fee charged for our investigation and report.

### Our System of Employment Reports

You deal direct with our office nearest you. Reports can be secured as quickly as you can hear from a reference. We serve leading concerns in all lines of business all over the country. We are especially organized to secure full confidential reports on persons applying to you for positions wherever they may be located. We secure this information without interviewing the applicant or divulging your name.

### Information Our Reports Will Give You

By careful and tactful inquiry among the personal and business acquaintances of the applicant we find out for you whether applicant is a man whose word can be relied upon; his reputation as to character and morals; the reputation of his family; his domestic and financial status; a review of his business career; if he lives within his means; his present income; his home surroundings and other similar "inside" information.

### What Other Users of Our Reports Say

A candy manufacturer writes: "On several occasions your reports have prevented us from employing men who superficially made good impressions." A truck concern: "Highly satisfied with the results we have obtained from using reports." A match manufacturer: "Reports are a good investment and more than self-paying." You will be equally well satisfied. For the small fee charged, you cannot afford NOT to investigate our report methods.

**Let us send you without obligation** further information regarding our employment report. You will be surprised how little it costs to back your own judgment in selecting employees with our fact-giving reports. They are saving other employers a great deal of time and money. They will do the same for you.

## Employment Report Department

THE RETAIL CREDIT COMPANY, Atlanta, Ga.

New York Chicago Boston Philadelphia Pittsburgh Detroit Cincinnati San Francisco Richmond Des Moines  
Birmingham Atlanta Oklahoma City Portland Dallas Los Angeles Denver Kansas City Memphis Minneapolis



# The Sales Manager's Job as I See It

An interview by Fred L. Turner with

**George Ed Smith**

President, Royal Typewriter Company, New York City

*Believing it would be of interest to determine just what the average business head expected of his sales manager, especially his relation to the various departments of the business we had Mr. Fred L. Turner question Mr. Smith along those lines. The results of this interview and Mr. Turner's observations will be of more than passing significance.*

"In my opinion the sales manager should be the right hand man to the president. He should be of sufficient mental caliber to take an active part in the councils of the business. If possible he should be a vice-president, so that he might exercise a prerogative in various directions relating to, but not tributary to, the sales end. In this case, or in the event that he held office in the company, it might be well to have an understudy bear the title of sales manager who could carry out the details of the higher executive's plans, and supervise the details of the sales department, such as handling salesmen, clerks, etc."

Mr. Smith also declared that he believed in delegating full responsibility to a sales manager and then holding him responsible for results—first, of course, making sure that he was worthy of the trust. This point is of special interest in view of the attitude held by many directorates that a sales manager has to be held down or he will run away with the business. It is a well known fact that many sales managers accept positions, which from outward indications look like excellent opportunities. But after they have been domiciled with the management for a while they find that what looks like pure gold is but gilt. They are given the title of sales manager, but that is all. Every move they make, every plan they put forward, is pulled to pieces by a group of hard-headed gentlemen who grew up in an accounting room, and who have yet to learn that there is more to sales management than cutting dimes out of expense accounts and tricking competitors.

But Mr. Smith does not believe that a sales manager is justified in going off in a huff and throwing up the

job just because the co-operation he ought logically to receive is denied him. Such an attitude, whether on the part of bankers, lawyers or business men, merely reflects lack of confidence. He argues that just as the hardest to sell prospect invariably turns out to be the best customer, so the hardest-to-influence directorate often will go to extremes in delegating authority once it has been fully convinced that it is to its interest to give a sales manager a free reign in matters relating to his department. In his mind the man who accepts a job after investigating it, and then quits cold just because the management will not let him have his own way from the kick off is a coward, and a man well rid of.

Mr. Smith's reference to investigating the sales manager with the title of vice-president is worth more than a passing thought. How often is it true of business organizations that there is an utter lack of harmony between the credit and the sales departments, or the production and sales department. In many instances this lack of team work causes serious harm to the expansion of the business. Every business pivots on its sales department, and to

maintain maximum growth the other interests should be made, to a reasonable degree, subordinate to sales. Giving the sales manager an official title accomplishes that purpose admirably well.

The Royal Typewriter Company, like most progressive and up-to-date institutions is modeled along the same organization lines that carried the allied arms to final victory. There is centralized control, influenced by a small "cabinet." It is interesting to note that many of the large organizations are abandoning the decentralized type of organization for the central type. Swift & Company is one large corporation which has lately arranged the duties of a certain few department heads so that they would have more time to sit in at "cabinet" meetings. Under the former plan of organization a proposal was usually made in writing and passed around to some seven or eight executives for O. K. or rejection. The matter often was passed or tabled on the numerical showing of "No's" and "Yes's" which followed the initials listed on the communication. The plan now is to have a small executive committee or cabinet discuss together matters of importance and back up Mr. Swift's judgment.

### A Novel Convention Stunt

Heath & Milligan, Chicago paint manufacturers, have just concluded a series of sales meetings, at which plans for 1920 were announced and discussed. Only representatives from certain States were present. One day was devoted to representatives of Iowa and Nebraska. Another to Michigan and Wisconsin. Each day was assigned to certain states and their representatives, until the entire Heath & Milligan territory was covered. This plan was selected instead of a convention, so as to give personal attention to the problems of each traveling representative and to personally discuss the many territorial situations. In the opinion of Heath & Milligan, more can be accomplished by talking personally to a small number of men than by talking to a large body at once.

"I find your monthly magazine, SALES MANAGEMENT, of very great help, and look forward to each number with interest." L. S. Meeker, Sales Mgr. The Ideal Electric & Mfg. Co.



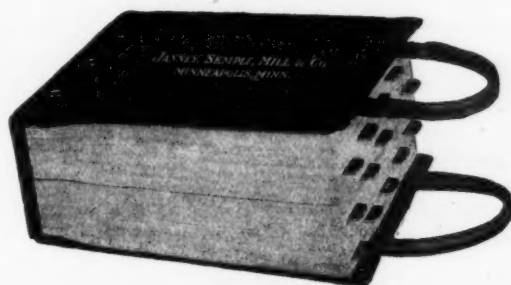
**Half sold customers result from one barrel salesmanship—Use explosive bullets and a machine gun for best results**



## Accuracy Gets the Buyer's Confidence



Badger Style B  
Post and Screw Binder  
For Your Customers



Badger Perfection Binder  
For Your Salesmen

THE salesman who has to work with a catalog that is not up to date, is handicapped in gaining the immediate confidence of the buyer. Scribbling in changes in prices, specifications or other catalog facts makes the catalog lose its appearance of neatness and precision. This is apt to start a negative line of thought in the buyer's mind—a difficulty in the way of the sale.

### The Perfection Loose-Leaf Catalog Binder

offers you the practical system of changing one page at a time for the sake of the catalog instead of changing the catalog for the sake of one page.

See that your salesmen have practical catalogs—and your customers, too. Badger Style B, shown here, is only one of a great many styles which can be made adaptable to your customers' requirements.

Undoubtedly the vast and varied experience we have had in catalog problems would be of particular value in making your catalog a more efficient ally of your sales force.

What Is Your Catalog Situation? We Shall Be Glad to Offer Suggestions



ORIGINATORS OF THE LOOSE LEAF SYSTEM OF CATALOGING

# Heading Off the Trade-Mark Poacher Abroad

By Waldon Fawcett

*The feeling is rampant in selling circles that even though no immediate attempt is to be made to go after business abroad, it is wise to anticipate that time by building up the necessary trade-mark fences NOW. To help you in that rather perplexing undertaking Mr. Fawcett, at our request, has interviewed the leading authorities in Washington on foreign trade-mark registration, and the information so gathered is submitted to you here for what it may be worth.*

In the opinion of one of the leading trade-mark authorities in Washington the only safe course to follow in protecting your trade-marks and good-will abroad is separate registration in every country to which your products are likely to be sold. The cure-alls which have been promised in the shape of international bureaus are still too remote to depend upon. The Havana bureau is assured but is not yet operative; the South American bureau at Rio is no more than a promise—important when it comes true; and the United States has yet to subscribe to the convention that would admit our trade-marks to the bureau at Berne.

Even, taking for granted the functioning as per program of the Pan-American trade-mark exchange we must face a significant deduction recently made in private conversation by the same trade-mark authority. He remarked that if he were a manufacturer with a valuable or promising trade-mark to safeguard, he might depend on a central registration bureau to establish his rights in the lesser countries, where his sales could never, probably, attain great volume of sales but that he would want to make assurance doubly sure by direct, independent registration in every country which might ultimately afford important outlets for his products.

### Cost of Foreign Registration

Registration requirements and the privileges conferred vary to such an extent in different countries that the sales manager is likely to find it worth while to cultivate the memorandum habit just as he does with respect to the tariffs that attain to his goods upon entry into various countries and the regulations that apply to catalogs and salesmen's samples. The cost of trade-mark protection likewise varies considerably in different countries. There are invariably "extras" to plague the sales manager who essays the routine of registration single-handed, but, fortunately for his peace of mind, the average American executive calls to his aid one of the attorneys in the United States who specialize (through direct connections) in foreign trade-mark registrations. The state-

ment has been made that it costs an American business firm an average of about \$100 per country to enroll its trade-mark in foreign lands—this being an inclusive price, covering attorney's fees, etc. The Trade-Mark Advisor at the U. S. Bureau of Foreign and Domestic Commerce tells me that in his estimation this estimate is high. An average expenditure if \$60 for each country should, he thinks, cover the cost.

If we would make a thumb-nail survey of the trade-mark registration situation in foreign parts, China is a good place to begin because China has just fixed a fee of \$7.50 for the temporary registration of a trade-mark. There is no separate law in China for the registration of trade-marks but provisional registration may be obtained by depositing with the American Consulates General in Shanghai or Tientsin duplicate certificates of the American registration together with a description of the mark and the articles on which it is used. One set of the documents is retained in the files of the Consulate General and the other is transmitted to the Chinese officials. It is the latter who now exact the new fee, although no other fees are incurred unless a certificate under the seal of the Consulate General is required.

### Registering Trade Mark in Japan

This simple and comparatively inexpensive registration operates however to secure protection only against infringement of the trade-mark by Chinese and then only when a separate proclamation has been issued in a particular locality prohibiting imitation of the mark provisionally registered. In order to secure protection against foreigners resident in China, a mark must be registered separately in each foreign country whose subjects are guilty of imitation or misrepresentation. This is why it is so vitally important that the American sales manager shall register his trade-mark in Japan. Most of the counterfeits of Yankee trade-marks that appear in China are of Japanese origin. If the American firm has not registered in Japan it not only has no weapon with which to proceed against the poacher in China, but by its negligence it may have given a

Japanese imitator an opportunity to register the borrowed mark with the Japanese Council General in China, thereby acquiring a certain title.

To register in Japan, the representative of the American sales manager addresses the Patent Office at Tokio. Accompanying the application in the prescribed form there should be five copies of the mark and a list of the goods for which the mark is intended. For each application there is a fee of 3 yen and an additional fee of 20 yen when the registration has been granted, (a yen being about 50 cents). Foreigners may apply for registration only through an attorney resident in Japan and a certificate of registration in the United States is not absolutely required. Registration in Japan also covers Korea.

### British Empire Procedure

For American sales managers there is perhaps no more important responsibility in this quarter just now than the registration of their trade-marks in Great Britain, the Dominions and Colonies of the Empire. Fortunately the same general procedure suffices in virtually all cases, the new trade-mark law of the Union of South Africa being, for example, almost identical with that of the United Kingdom. For registration in Great Britain application must be made to the Registrar of the Patent Office, Trade-Mark Branch at London. The application should include the power of attorney, an electrotype, six copies of the mark and the name and address of the applicant. Just as is the case at the U. S. Patent Office the articles that may be trade-marked are divided into approximately half a hundred classes and London requires a separate registration for each class. The fee for the application is 10 shillings and that for registering the mark in one class is 1 pound sterling.

France to which so many American sales managers feel drawn just now in a business sense as well as in a patriotic spirit offers trade-mark protection at a most reasonable cost. The fee on application is only one franc, or less than 20 cents in U. S. money, and the fee upon registration is only 7 francs. This explains how it is that an American attorney who asks an inclusive charge of \$95 for registering a trade-mark in Siberia or Turkey will undertake to place a U. S. trade-mark in the French register at a total expense of \$24. Just here, it may be explained, too, that when a U. S. attorney quotes a sales manager an "inclusive fee" for foreign registration he undertakes to bear all the expense of securing certified copies of the U. S. registration, legalizations, electros and prints. Almost every country, France included, requires at least one electro and some nations make excessive de-



# In two years he was where he had hoped to be in ten

**E**VERY man who is worth anything has some plan for his life. In ten years he expects to be at some definite point—in business for himself, perhaps, or an officer in the company where he is employed.

But this is the striking fact:

Here and there a man leaps forward far in advance of his plan. He covers in one year or two the distance which he had expected to cover in ten.

What is the secret of such extraordinary progress? John D. Rockefeller once said that the first thousand dollars present the real problem; after that the rest is easy. In other words, it is the start forward that counts.

What is it that gives men the sort of start that makes later progress so rapid?

Let us answer the question, not from theory, but from the actual experience of such a man.

Two years ago S. L. Metcalf, Sales Manager of the Fuller Brush Company, Hartford, Conn., enrolled with the Alexander Hamilton Institute. This company has more than 1,000 salesmen. As Sales Manager, Mr. Metcalf had a good knowledge of one department of the business—his own. Since then he has also been made Secretary of his company as well as a Director.

A few weeks ago he wrote this letter:

### ***"The turning point in my life"***

"I attribute a good deal of my success to the Alexander Hamilton Institute Course and Service. Just about two years ago I enrolled. *This I believe was the turning point in my life.*

"During the past two years my salary has increased more than 400%. This has been due to the rather remarkable increase the Fuller Brush Company has had in sales. *These sales are indirectly the result of the ideas I have received from your Course.*"

### ***You must do something to make yourself stand out***

**T**HE lesson from Mr. Metcalf's experience is very obvious. He acquired the knowledge that made it possible for him to add to the profits of his company; and promotion followed as inevitably as day follows night.

Too many men expect promotion to come simply because they have been several years on the job, and have worked hard. Big promotions are not won that way. A man must *do something* to make himself stand out.

For years the Alexander Hamilton Institute has been giving men the kind of training that makes a man stand out—the all-around knowledge of all depart-

ments of business that fits him to direct the work of other men.

### ***The kind of men enrolled***

**T**HOUSANDS of successful executives enrolled with the Institute are proof that this training *does* help men to increase their earning power; to rise to larger positions.

The Institute Course is designed exclusively for big men. They may be presidents of corporations: 17,000 of the 95,000 subscribers were presidents of corporations when they enrolled for the Course.

They may, on the other hand, be department heads, salesmen, engineers or accountants. The test of their bigness is not the position they hold today but the size of their vision and plan for the future.

### ***Advisory Council***

**N**O man is too big; no ambitious man is too small to learn from an Institution which has on its Advisory Council men like these: Frank A. Vanderlip, the financier; General Coleman duPont, the well-known business executive; John Hays Hammond, the eminent engineer; Jeremiah W. Jenks, the statistician and economist; and Joseph French Johnson, Dean of the New York University School of Commerce.

### ***The first step up is easy***

**Y**OU, too, can make the next two years count tremendously. So that you may easily investigate the Alexander Hamilton Institute's Modern Business Course and Service, a 116-page book has been prepared, "Forging Ahead in Business." It contains valuable business information, the result of ten years' experience in training men for larger places in the business world. Send for your free copy today.

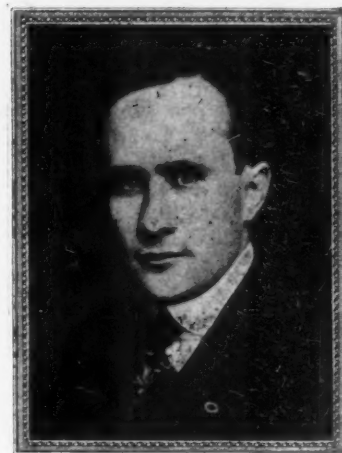
**ALEXANDER HAMILTON INSTITUTE**  
222 Astor Place New York City

Send me "Forging Ahead in Business" FREE

Name ..... Print here

Business Address .....

Business Position .....



*S. L. Metcalf, Secretary and a Director of the Fuller Brush Company. He speaks of his enrollment in the Alexander Hamilton Institute as the "turning point" in his life.*



mands for prints. For example, the Australian commonwealth calls for 25 prints with each application and Russia, at last accounts, insisted upon 60 prints.

Trade-marks are registered in Spain with the Minister of Agriculture, Industries, Commerce and Public Works, Office of Industrial Property, at Madrid. The registration fee is 100 pesetas (\$19.30) payable 10 pesetas within fifteen days after publication, 20 pesetas at the end of the fifth year; 30 pesetas at the end of the tenth year, and 40 pesetas at the end of the fifteenth year. The application must be in Spanish and must be published at the expense of the applicant. Italy is one of the numerous countries that require that the certified copy of a U. S. trade-mark registration shall be legalized by an Italian consul in order to be acceptable in Italy.

Only the sales manager who has great expectations in the direction of Latin-American commerce may feel justified in making separate registration of his trade-mark in every country on the continent but there are certain countries where special registrations is highly desirable not only because of prospective volume of sales but by reason of the fact that trade-mark piracy flourishes in the quarter indicated. Argentina is one of these countries where there is double incentive. The office of registration is La Direccion de Patentes y Marcas at Buenos Aires and the fee for registration in one class is 50 pesos (the peso being equivalent to about 43 cents) with a fee of 12 pesos for publication.

In Chile, another high point in the Latin American trade field, trade-mark registration is obtained from Sociedad Nacional de Agricultura at Santiago upon payment of a fee of 12 pesos. Here there are two classes of marks—the trade-mark and the commercial mark or dealer's mark and it is advisable to register both to secure complete protection. Brazil, which will one day be the seat of the international bureau for the South American trade-mark union, grant separate registration upon application to Junta Commercial, Rio de Janeiro, and payment of fees for registration, for stamps, (dependent on the number of sheets in the application) for publication and for translation.

Mexico, the objective of many registrants of U. S. trade-marks, grants entry upon payment of a fee of 5 pesos to Secretaria de Fomento, Oficina de Patentes y Marcas, Mexico City.

## An Antidote for the High Cost of Distribution

By P. S. Salisbury

Sales Manager, Robt. H. Ingersoll & Bro., New York City

*As this is written the whole country is upset about the high cost of living, and the impression is growing that the "middleman" is to blame. In a way this is true. Quite often the cost of selling a thing is twice as much as the cost of making it. But abusing the middleman won't cut down the selling costs. Making better distributors will at least help, and in this analysis of the present situation Mr. Salisbury tells why and how.*

There are only three ways in which we could hope to lower the cost of the things we buy, if we accept, as outside of our present study, the cost of production. These three ways are:

1. Eliminating unnecessary labor in distribution.
2. Eliminating unreasonable or unearned profit customarily exacted in the process of distribution.

the establishment of wholesale warerooms by the manufacturer as well as the continuation of the regular wholesaler, while the chain stores set up their own central wholesale establishments where goods are received from the factories and subdivided and distributed among their stores precisely in the manner followed by the customary wholesale houses to its retail customers. Involved in all this is the labor of

receiving goods in bulk, opening, subdividing, re-packing, forwarding and accounting with resulting disadvantages and expense rather than gain.

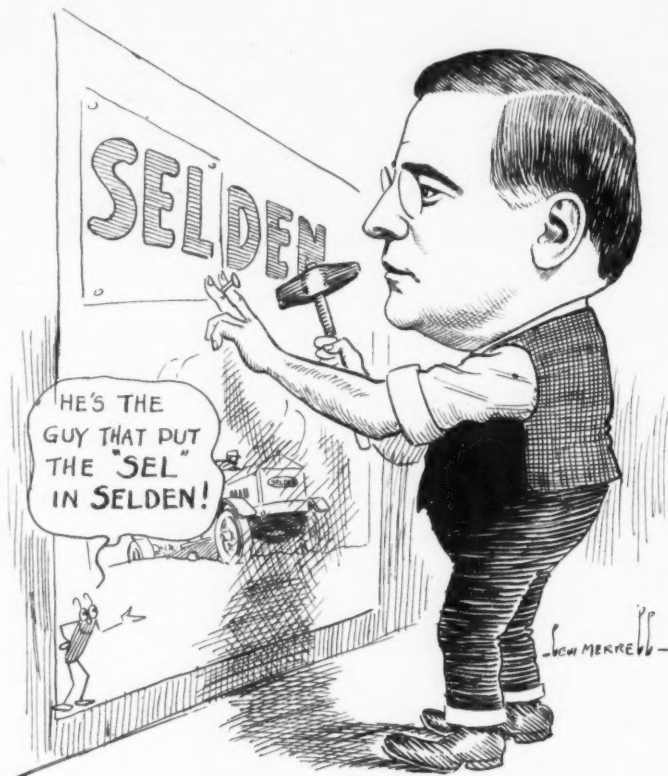
In place of a proprietor who personally over-see the business and meets most of the customers, these stores have hired managers requiring additional expense against dishonesty, indifference and inefficiency.

The mail order system is a retail institution combined with wholesale warerooms and in some instances, factories, and it saves no labor but rather violates the elementary laws of transportation in that it involves the carrying of retail packages over long distances instead of carrying goods in bulk to the community where they are to be consumed, and there opening the factory cases and sub-dividing and delivering through the retail shipment to consumers.

The co-operative stores have not succeeded in eliminating the three indispensable elements in the machinery of distribution—the producer, the wholesaler and the retailer, and their efforts have not succeeded in reducing

the amount of labor to be performed or in doing more than changing the name of the functionary performing it. Chain and retail stores such as we find in the candy and shoe fields are in the same class.

And a further demonstration of the fact is that there is no opportunity for saving in the motions, processes of labor of the producer-wholesaler-retailer system, without substituting more expensive methods,



The Vice-President and Sales Director for Seldon's Trucks  
Hal T. Boulden

3. Increasing the efficiency of the distributors.

There are a number of agencies that claim to sell at lower prices than their competitors because "they eliminate the middleman." There are the department stores and the chain stores which aim and claim to eliminate the wholesaler, but instead of eliminating him they substitute a new one. The department store requires

## What Do You Want to Sell in Baltimore?



*Birdseye view of part of the business section of Baltimore, showing the Munsey Building (to left and below Clock tower), home of The Baltimore NEWS, the Calvert, Equitable, Continental and other office buildings.*

Whether it's guns or garters, plowshares or plug hats, soft drinks or scented soaps—whatever it is, do you know the local angle on it? Do you know, for instance, the number of possible dealers for your product in Baltimore? Are you familiar with the extent to which competing goods are sold here? These are only some of the things brought to light by the accurate analyses and intimate trade information constantly being furnished to present and prospective advertisers by the merchandising department of The Baltimore NEWS.

An analysis of the local *newspaper* situation brings to light these facts about the NEWS: Largest net paid circulation, morning or evening; only Baltimore paper publishing Associated Press dispatches THE DAY THE NEWS HAPPENS; the only Baltimore daily paper which does not show a loss in its

latest Government report for the six months ending March 31, 1919, as compared with the same six months in 1918; practically NO duplication; lower rate per thousand of net paid circulation; evening-delivered, home-read with a consequent advantage in sales influence.

*To cover Baltimore on a one-appropriation, single-paper basis, you have ample precedent in using EXCLUSIVELY*

## THE BALTIMORE NEWS

*"Goes Home and STAYS Home"*

OVER 100,000 NET PAID


DAN A. CARROLL  
Eastern Representative  
Tribune Bldg.  
New York

Frank D. Webb  
Advertising Manager

J. E. LUTZ  
Western Representative  
First National Bank Bldg.  
Chicago, Ill.



# Sales Management




Do you feel proud of the cards you use? First impression is highly important.

**Wiggins Peerless Book Form Cards**

have Style and Distinction that give you the kind of introduction you desire. Many of America's biggest concerns supply their men only with Wiggins cards.

Send for a tab of specimens today; detach them one by one and note the individuality of a Wiggins card.

**John B. Wiggins Company**  
Established 1867  
1100 S. Wabash Ave., Chicago  
122 S. Michigan Ave.  
Engravers, Plate Makers, Die Embossers



## Are You Binding Sales Management

During the life of your subscription many articles will appear in these pages which may be of considerable value to you from time to time.

### Metalwing Binders

have been especially designed for this purpose. They are an improvement on any other lace binder on the market. They are compact, durable, and easily manipulated. They are not sold in office supply stores, or by any other binder manufacturer. Binders are finished in a high grade silk cloth, lettered in gold, "Sales Management."

Price, post-paid, \$1.50

**THE DARTNELL CORPORATION**  
223 W. Jackson Blvd. CHICAGO

may be found from the relative prices of articles sold and delivered by the manufacturers through direct factory agents. Here prices to the consumer are approximately five times the cost of production instead of the customary three.

But there is a way to lower the cost of distribution, for greater skill and efficiency on the part of the distributors would result in a saving of expense.

Supposing for simple illustration, that a dealer carries a stock worth \$30,000 at selling prices and that this allows him a gross profit of  $33\frac{1}{3}$  per cent of his sales, thus making the cost of his stock, \$20,000. Supposing further that he sells out his stock once a year, i. e., he does a business of \$30,000 at a gross profit of  $33\frac{1}{3}$  per cent, or \$10,000. Assume that his expenses are 28 per cent or \$8,400. He would then make a net profit of  $5\frac{1}{3}$  per cent on his sales or \$1,600. This based upon his investment in stock would be 8 per cent on his capital employed. On this basis he could not safely do business on less than  $33\frac{1}{3}$  per cent gross profit, which means 50 per cent added to what he pays for his goods as the consumer's price. Indeed, on this basis he would be better off to invest his money in Liberty Bonds and hire out to work on a salary without risk to himself. Yet this would be a great burden on the consumer. To have his goods marked up 50 per cent on the last distributing operation alone is "too, too hard."

### More Profit, Lower Prices

Supposing now that a new dealer buys out this store and by more capable handling, without investing any more in stock, is able to sell out three times a year. Figure the results. Allowing for the moment that his expenses remain the same, he would have \$90,000 of sales at  $33\frac{1}{3}$  per cent gross profit or \$30,000 and his net profit would be \$4,800 or 24 per cent on his capital invested. Again, if he could sell out 6 times a year on the same investment in stock, he would net 48 per cent on capital invested. On this basis even though his selling expense remained at 28 per cent, he could somewhat reduce his price to consumers with safety.

But let us see if his expense percentage reasonably need remain at 28 per cent. If we analyze his expenses, we find that they fall into two classes, one depending upon the length of time his goods remain in stock and the other depending upon the labor expense of handling and selling. The first then relates to the rate of selling out—in trade parlance called "turn over." It applies to such items as rent. The longer goods remain in stock, the longer the dealer must charge them with rent expense for shelf-room. The second relates to the amount of goods handled irrespective of the time occupied in the process, though there need not be a direct variation of labor expense in proportion to volume. It applies to such items as advertising and wages paid to clerks.

Taking the one turnover a year if we examine the dealer's expenses they would be found to be somewhat like this:

ONE TURNOVER	
Time Expenses:	Per Cent
Rent .....	6
Interest .....	6
Heat, light and insurance, etc...	2 14
<hr/>	
Labor Expense:	
Buying and traveling .....	1
Clerk hire .....	8
Advertising .....	2
Expressage, delivery and supplies	1
Breakage, loss, obsolescence, miscellaneous .....	2 14
	<hr/>
	28

Suppose now, that we see what results from speeding up the turnover so that the same store with the same stock investment sells out 6 times instead of once. Its time expenses amounting to half its total expenses are immediately divided by six. As long as the stock is held down there will be no more rent or other "time" expenses, so that an operating charge of 14 per cent is at once reduced to  $2\frac{1}{3}$  per cent.

### Cutting Down Overhead

As to labor expenses, the amounts will surely increase with more goods to be handled, but the percentages should not increase, but on the other hand should tend to show a reduction. It should not for instance, require six times as many clerks to handle the larger business in the same size store and stock.

But assume that the labor expense remains the same. The result would then be:

SIX TURNOVERS	
Time Expenses:	Per Cent
Rent .....	1
Interest .....	1
Heat, light and insurance, etc.	$\frac{1}{3}$ 2 $\frac{1}{3}$
<hr/>	
Labor Expenses:	
Same as before .....	14
	<hr/>
	16 $\frac{1}{3}$

instead of 28

Here is a saving of 11 $\frac{2}{3}$  per cent or more than the combined net profit of the retailer and jobber as shown in Figure 3, only a part of which could be saved under the most favorable circumstances. If we were willing to assume that the labor expense might come down to 10 per cent, we would gain 4 per cent more and cut the total by more than half.

Now, our illustration is an elementary one, but it goes to the essence of the distributing problem in that it attacks the admittedly high operating expenses of distributors, instead of assuming that the high prices are due to unrighteous profits which might be conserved for the consumer by returning them to him through

some cooperative ownership plan. High prices are due to waste and inefficiency, not to graft or greed.

When the merchants of the country are more thoroughly qualified in the fundamental principles of merchandising; when they understand statistical accounting, cost keeping, stock keeping, buying, practical psychology, organization, the elements of art, and other subjects, the mastery of which would qualify them in their work, a large part of the waste in distribution would disappear.

That is a pretty big order and can't be filled immediately.

As factors in the field of distribution, we can perform a worth-while service in educating the retailers of the country and by striving to get the Government and other agencies to take action toward spreading knowledge on business subjects.

Farmers have their agricultural schools; engineers have engineering schools, but the man who enters the field of distribution as to learn everything in the rough university of experience.

We are not going to eliminate the "middleman" but we are going to lower prices by a system of education.

### Your Salesman's Pay Check

(Continued from page 238)

cost of obtaining \$100,000 worth of business. Therefore, we require that a man who spends \$5,000 secure \$100,000 worth of business, and any excess of business that he may get over that amount we pay a commission of 2½ per cent. This is the same ratio as he earned on his first \$100,000. Therefore, a man who would turn in \$150,000 worth of business would receive for his yearly services \$3,750. We also at the end of the year have a cash bonus for those men who exceed their quota for the year."

It is not, of course, possible to cover the many aspects of this pressing problem in the space available here, but the foregoing will serve to illustrate the seriousness of the situation as it exists, and to bring into focus some of the essential principles which should be given thought in any rearrangement of the compensation plan. The exact plan best suited for your particular business is a matter that you must work out for yourself, first taking into account the experience of others who have been faced with a similar problem.

"The writer subscribed to "SALES MANAGEMENT" several months ago, and has found it to be one of the most helpful, if not the most helpful, magazine of its kind that has come to his attention."  
—C. D. Pettingell, The G. Norman Baughman Company.

## Sales Management Magazine in a New Size

With this issue SALES MANAGEMENT concludes the first year of a rather unusual career. From a modest 16-page leaflet it has more than doubled in size. Its paid-in-advance circulation has shown an average increase of over 300 new subscribers a month, and its news-stand circulation has kept pace. In a word, it has turned the corner, a point that few publications reach until after several years and many never at all.

Yet in spite of this outward success the magazine has been retarded in its development by soaring costs of publication. Printing cost has increased about 50 per cent since our present subscription and advertising rates went into effect. There was a big postage advance in July. All the labor and material that enter into the publication have increased, so that it has not been possible for us to do many of the things that we would like to have done both editorially and mechanically.

To meet this condition, and to be able to maintain a steady improvement in the magazine, it is necessary that both the subscription rate and the advertising rate be slightly advanced. Effective September 25th, therefore, the subscription price to SALES MANAGEMENT will be \$2.50 a year, or \$1.50 for six months. Club subscriptions (orders for more than one copy to an organization) will be \$6.00 for three subscriptions and \$2.00 for each additional subscription. Postage to Canada twenty-five cents extra, foreign fifty cents. Advertising rates will advance of \$40.00 a page, \$15 a column, \$1.75 an inch.

Beginning with the October issue (Volume 2, Number 1) the page size of SALES MANAGEMENT will be enlarged to 9x12 inches (same size as the *Literary Digest*). A number of new editorial features will also start in this issue, and it is hoped that we will be able to maintain the same degree of improvement that has marked the initial volume.

# Big Results From Pounding Small Lists of Names

By A. L. Wike

President, 1919, Addressograph Hundred Club

*Every progressive institution backs up its salesmen with some sort of advertising. In previous issues we have shown how one concern uses local newspapers to lighten the salesman's burden, others use the bill-boards and painted bulletins, and here is the story of how another concern helped its sales force to make more money by intensively circularizing names furnished by the salesmen. The story is all the more interesting because of the fact that it was intended originally for the fifty-odd salesmen who recently attended the Addressograph's annual meeting of star salesmen.*

When Mr. Fellows, our advertising manager, first explained his plan of intensively circularizing a limited number of prospects in each of the salesman's territories, my first thought was "Well, here's where my business drops off—how could we expect to get the same results from 200 circulars that we did formerly with a possible 2,000?"

Then we launched the September-October Campaign. Two hundred selected prospects of mine received six good educational circulars in rapid succession. In accordance with the contest rules of the September-Contest campaign, I called on every one of these circularized prospects. I was soon very thoroughly convinced that this new plan of concentrated advertising was a money-maker for me.

The circulars not only created interest and caused favorable comment by the prospects who had been circularized, but actually saved me a lot of time. The circulars served to educate the prospects—what our equipment is—how it works—and, who uses it. This educational work being done by good circulars in advance of my call—I could get right down to business with my prospect. The circulars created a "buying" desire and the result was that I received more orders with fewer calls.

I feel that I was very successful during the September-October campaign. You might be interested in knowing that I signed eighteen of my 200 prospects who had been circularized with a total volume of \$8,975.00 worth of business. Many of the sales I made during this period were to concerns which, prior to the mailing of the campaign, I considered only mediocre prospects. I have wished many times that we could have six of such special campaigns each year.

Our present circulars go

"straight-to-the-mark." They fit special lines and omit generalities. When you call on—let us say, a bank—you do not explain how the Addressograph is being applied by a commission merchant, or a Laundry or any other class of customers. You get right down to the application in a bank, and pound away on the "bank application" until you have made your sale.

Now, isn't it perfectly logical that circularizing in this same manner is the most effective? General circulars are absolutely not as effective as those which go "straight-to-the-mark" and are designed to fit some special line.

Even this concentrated direct advertising is of no particular good if we do not get busy right away and call on the circularized prospects. We must NOT wait for inquiries for they are not coming in as they did in the past. Only the prospect who has definitely made up his mind to buy will inquire at all. The other class of prospects only "warm" on the Addressograph, which later on, if properly nursed, could be made an inquirer—would soon forget our circulars and the interest created by the circular will die, if they are not immediately followed up.

To get the most out of our circularizing, we simply must call on each circularized prospect and find out which of these may be nursed along to final sale by closely following them up with personal calls.

A very important thing is the immediate and proper reporting on these prospects to the Home Office. By doing this we get favorable co-operation between calls. Special letters, circulars, and so forth, which are sent in addition to the original campaign certainly speeds up orders!

Now, with reference to our former broadcast circularizing method:

I am convinced that this method helped our competitors as much as it did us. I lost orders because I did not get the time to call on all of our circularized prospects who had been "warmed" up to the addressing machine idea. We formerly sent out thousands of pieces of good, live, interest creating circulars and no attempt was made to follow these circulars up with calls.

Of course, it was impossible to do it. Consequently, our competitors could get in more often than we imagine and pick up nice orders from prospects who had become aroused as a result of Addressograph advertising.

Prospects we can't see are not sold by circulars. They remain dormant until we are ready to go after them. Our advertising—no matter how good it is will not do it ALL.

We simply have got to get in and see our prospects and explain fully the Addressograph equipment best suited to their needs and we can do this only to a limited number of prospects in a given time.

Therefore I am heartily in favor of continuing the present policy of intensively working small lists of "live" prospects by mail, so that we salesmen can follow up the circularizing while the prospect is in a buying mood. This plan of campaign in my judgment is more profitable to the house, to the salesman and to the advertising department than broadcast campaigns.

"I have asked our New York office to arrange to secure everything you publish. I congratulate you upon the very interesting and practical magazine you have established. Although selling in England is not the same as in America in its practical application, the underlying principles are the same. The best way I know of to get at the principles is to study the actual practices."—F. R. Muir, Thomas De LaRue & Co., Ltd., London.

### PLEASE SIGN AND MAIL THIS CARD AT ONCE I HAVE RECEIVED INQUIRY YOU SENT ME FROM

O. E. Tronnes,  
906 Seward St.,  
Evanston, Ill.

- |   |   |
|---|---|
| 1. Will you make a PERSONAL call and REPORT on this prospect within 15 days from above date?  | YES <input type="checkbox"/><br>NO <input type="checkbox"/> |
| 2. If not, will you IMMEDIATELY offer prospect H3 trial by telephone or letter - pinning carbon to your REPORT, if letter is written and mail both to Home Office same day?         | YES <input type="checkbox"/><br>NO <input type="checkbox"/> |
| 3. Do you understand that if NO report on regular report form is received at Home Office within 15 days from above date that prospect will be handled by the Mail Order Department? | YES <input type="checkbox"/><br>NO <input type="checkbox"/> |

SALESMAN \_\_\_\_\_ DATE \_\_\_\_\_

This is the New Form Used by the Addressograph Company to Make the Most of Advertising Inquiries



# Scientific Selling and Advertising

By Arthur Dunn

Author of "Labor Unrest, Its Cause and Cure"

of Arthur Dunn & Co., New York City, Business Counsellor, Lawyer.  
Formerly:—Vice-Pres. United Cereal Mills, Ltd., Pres. Fruited Cereal Co., Director Peoples Bank of Scranton, Director Anthracite Trust Co., Director New River Banking & Trust Co., Pres. Fidelity Mortgage & Securities Co., Vice-Pres. Treas. Cranberry Fuel Co., Director New River Company, Director Black Diamond Silk Co., Director New River Fuel Co., Chairman Citizens Committee of Fifty of Scranton, Pa., etc., etc.

Dear Mr. Busy Executive:

Money could not buy these letters, mostly from men I have never met. I am deeply grateful for them. "The American Machinist" states that numerous engineering tests prove that most salesmen are less than 20% efficient. No intelligent man can read such letters without believing \$2.50 invested in my book will immediately increase anyone's sales' efficiency. An improved sales and advertising method often earns thousands of dollars.

This book will be of value to your for several reasons.

First:—There is not a word of theory in it. I began as a young lawyer "selling" evidence to juries. I have sold playgrounds for children, municipal reform, water, electric light, bank deposits, groceries, general merchandise, food specialties, stocks, bonds, real estate and my own services. I have educated and drilled thousands of salesmen, clerks, canvassers and demonstrators. I have always used the same identical system as described in my book, and it always get results.

Second:—It costs from \$100 to \$200 to hire and fire a salesman. My book will absolutely reduce this cost.

Third:—It will assist you in working out sales and advertising campaigns, and if they are not pulling, it will help you locate the reason.

Fourth:—This book is short, concise, condensed—It is not the usual long drawn out affair telling how the other fellow did it. It really teaches you, your sales and advertising force how to do it better.

I am not guessing about this: I KNOW it. If you don't agree with me I don't want your money. Therefore I prefer to send the book on approval and have provided a coupon for your convenience. After reading it, like many others, you will want copies for every member of your sales and advertising organization.

Very sincerely yours,

Arthur Dunn

P. S. The book has a couple of chapters on the fundamental principles of Business Economics which EVERYONE just now should understand very clearly, to counteract the false teachings of Bolshevism.

## The REPEAT is the Acid Test

Below are included but a few of the many largest advertising agencies and industries who after reading one copy have purchased anywhere from 5 to 107 copies.

### POSTER ADVERTISING COMPANY (12 books)

We cannot imagine any concern employing salesmen, whose executives have had the privilege of reading and studying your book, "Scientific Selling and Advertising," not immediately installing it as a text book for every salesman in the institution from the President down. That's the way we feel about it, and we are ordering a supply for our salesmen from your publisher today.

We congratulate you as the Author of this great book and we thank you for it.

Yours very truly,

A. M. Briggs, Vice-Pres.

### DIAMOND MATCH COMPANY (107 books)

"\* \* \* Your book should arouse interest in the minds of many salesmen that will insure study combined with work. This method cannot but insure the maximum of self-improvement and development of a man's earning power. \* \* \*"

(Signed) T. J. Reynolds, (Vice-President).

### D'ARCY ADVERTISING COMPANY (President)

"\* \* If you could be with the prospect, or before an audience of salesmen to give them the inside of your years of work and help them in five minutes to follow what these pages will reveal, then this would literally be their Bible. \* \*"

(Signed) W. C. D'ARCY.

### U. S. STEEL PRODUCTS COMPANY (24 books)

After using two copies ordered 22 more.

### WM. H. RANKIN COMPANY (10 books)

Your book should be read by every salesman and every advertising man. "I shall be more than glad to recommend your book to the sales organizations of the various companies for which we handle the advertising. \* \* \*"

### AMERICAN HARDWARE CORPORATION (5 books)

"\* \* I wish you would send me 4 copies by return mail as I wish to hand these to the Sales Managers of our four plants in the hope that they too may desire to pass these books on to their salesmen. \* \*"

### LORD & THOMAS

"\* \* It reveals a great deal which one must either learn from others or learn from costly experience. Very few men who have learned so much in such tedious ways would be willing to reveal it.

(Signed) Claude C. Hopkins, (Vice-President)

### IVAN B. NORDHEM COMPANY (20 books)

"Please send us twenty copies of your book on Scientific Selling and Advertising. I want each member of our organization to own a copy."

(Signed) Ivan B. Nordhem, President.

### MENNEN COMPANY (16 books)

Send 2 copies\*\* Later\*\*Send 8 copies\*\*

### WILLIAM R. COMPTON COMPANY (8 books)

"I have ordered these six additional copies and have instructed each one of our men to carry one with them while they are on the road."

Send me copy of "Scientific Selling and Advertising." Within one week I will return the book or send you \$2.50.

Name .....

Address .....

City ..... State .....

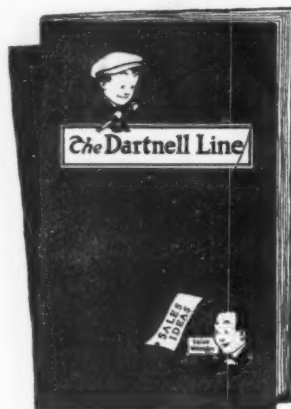
(What is of such value to others will be of value to you.)

Arthur Dunn  
1201 Times Building  
New York  
Tel. 5368 Bryant

### Lunch Table Sales Strategy

By S. Roland Hall

*Not all of the ideas which Mr. Hall sketches in the following paragraphs are new—but after all it is quite as important that we should be reminded of old ideas as it is that we should be told of new ones. They have to be shaken up a good deal before taking anyhow.*



#### Send for This New Dartnell Catalogue

**NO OBLIGATION**

It will give you information concerning the many new reports on sales methods and practice which we have recently issued; standard manuals which will help you in your work of developing salesmen; standard forms for sales department use; salesman's application blanks; our survey of sales management practice, collection of sales manager's letters, etc., etc. The catalogue will be sent FREE to any sales executive.

#### Get on Our Mailing List

We are continually issuing announcements of new data compiled by us of interest to sales managers, and other activities connected with the sales research work we are doing. Are you receiving these announcements regularly? If not, we will be glad to put you on the mailing list. No charge or obligation. Write for the catalogue and automatically get on our "Active" list.

#### The Dartnell Corporation

*Publishers to Sales Managers*  
223 West Jackson Boulevard, CHICAGO

A manufacturer of the highest grade mechanical gaging devices has made a thorough try-out of two types of salesmen. One type is the usual business type of salesman, good dresser and talker, equipped with a knowledge of the "talking points" of the product but having no experience with its use—no experience as a tool-maker or mechanical man. The other type is entirely different, a type that might be called the "converted salesman," for the men of this second group are experienced tool-makers or shop men who have shown some ability in instructing or dealing with others. The product in this case is of such technical character that the dapper salesman with his general line of talk is not impressive. The men of the shops, whose judgment and recommendation decide the buying of new equipment, can see from the talk of the general type of salesman that he has had no experience in the field where his product is used. Even if what he says is true, it does not inspire the confidence that is inspired when a man of undoubted ability and experience as a toolmaker talks.

The toolmaker salesman can get right down on the ground floor with shop men. One's first impression of a number of these men is that they are not keen or aggressive enough to make good sales records. But the truth is that they command confidence on their ability to give service, to advise, from a practical point of view, on better gaging methods.

These men are advertised by their employer as "service men." Some of the technical-magazine advertising features them as such and shows their photographs.

\* \* \*

One of the oldest typewriter manufacturers reports a successful experience with the plan of paying salesmen so much a call, whether the call amounts to anything or not. The motive in adopting this plan was to induce salesmen to cover territory thoroughly. Typewriter salesmen, like other salesmen, are inclined to jump around for what they regard as "the best picking." It is easier to work for an exchange sale than to go into virgin territory and sell a machine when none has been used. Naturally, by the new plan, the number of wasted calls is large, but just the same, sales in an encouraging volume have been made in

a class of offices from whom the company had previously been getting no business. Calls come direct to the manufacturer as the result of the salesman's visit. The first month's trial of the new plan seemed a failure, but subsequent months proved it to be sound.

\* \* \*

A large group of manufacturers are today comparing their experience with the use of automobiles by their salesmen. Some of the information exchanged is of a confidential nature, but several of the manufacturers make no secret of the fact that the automobile has solved for them the problem of covering the small towns that previously could be reached by only one or two trains a day.

In former days many salesmen would avoid these towns as far as possible. The experienced traveling man is averse to "hanging around" a dead town for a good part of the day and getting his meal in a third-rate hotel. So he usually had in stock a fine variety of excuses for skipping the "tank town"—his time could be used to much better advantage on prospects well worth while, and so on. But, in the meantime, a fine opportunity to develop thousands of good dealer accounts in the small towns of America was being neglected. The automobile reduces the time and overhead expense of covering these points. The biggest value of all, however, is a psychological one. Using a machine, the salesman can time his visit to just what his judgment dictates. He hasn't on his mind the thought that he must hurry through his talk to catch the 10:30 for Syracuse, nor does he run the risk of boring the prospective by hanging around and wasting time waiting for a train that doesn't go out for two hours after the representative has said all that he really should say and should get out. There are numerous other advantages: a reasonable stock of advertising matter can be carried in the automobile, which enables the salesman to instruct as to its use or even put some of it into use immediately. If a consumer-prospect can be visited to advantage, the representative can invite the dealer to "jump in" and they go together for a call.

"No man can succeed in a business which he apologizes for or is ashamed of." (Wilson.)

# Solve the Report Problem with N.S.T.A. Salesmen

*"Mr. A—has never missed a single weekly report. He has been with us four years and holds our record for steady work."*

*Large Manufacturer Proprietary Preparations.*

One of the first things impressed upon N.S.T.A. members is the need of consistency in successful salesmanship.

### Typical Employers of N.S.T.A. Salesmen

Marshall Field & Co.  
Standard Oil Co.  
Thomas Lipton, Inc.  
United Autographic  
Register Co.  
Indian Refining Co.  
Acme Packing Co.  
Libby, McNeill & Libby.  
Swift & Co.  
Skinner Manufacturing Co.  
Beech Nut Packing Co.  
Moorehead Knitting Co.  
Burroughs Adding  
Machine Co.  
Apex Electrical  
Distributing Co.  
Hoover Suction  
Sweeper Co.  
Crowley Brothers.  
Mutual Life Insurance Co.  
Royal Tailors.  
American Druggists  
Syndicate.  
Stewart Motor Truck Co.  
Salada Tea Co.  
W. B. Conkey Co.  
Armour & Co.  
National Biscuit Co.  
Loose-Wiles Biscuit Co.

As in the case of Mr. A—above, they are taught to work—not according to personal whim and emotion—but according to intelligent principles and plan.

The National Salesman's Training Association, a national organization established twelve years ago, trains and develops over 3,000 salesmen annually.

We are seeking opportunities for other members of our Association. If you need salesmen who are trained in the principles of selling, who know enough to know they don't know it all; who are of the type who can be readily shown how to see and do things your way—get in touch with us.

The ability to sell goods has already been demonstrated by many of our members. It is possible that some have experience in selling your very product.

Others are just starting out. All of them are willing and anxious to learn and earn.

*Write to our Employers Service Department about your employment problems. We will be glad to discuss them with you without charge or obligation.*

## The National Salesmen's Training Association

EMPLOYERS SERVICE DEPARTMENT

Suite 515-521 Monadnock Building

CHICAGO, ILLINOIS



## NEWS-BULLETIN FOR SALESMEN

The following information has been sent to us as being of special interest to the members of our Sales Force. In addition to giving you an insight into what others are doing, you may also find in it ideas and suggestions which can be applied to your work.

Subject:

WHAT ONE SALESMAN LEARNED AT MEETINGS

No.

It has been estimated that in the neighborhood of 20% of the successful candidates for officer's commissions have been men with selling experience. Salesmen, the army examiners say, rank high in physical and mental qualifications. They understand human nature. But there is one point on which they are weak -- the third qualification under section IV of the rating card.

by charting their progress the necessary idea. Thus under "Neatness" "Voice" and "Character".

(2) Freedom from General Helpfulness at many salesmen receive for a man who is in life, it is:

the second officer's a physique, quick line of joining the ing standpoint, but nager had to almost suggestions. He was

his sales manager. If I don't succeed I appeal for I have had the next time our ideas of things

other salesmen are floor reserve camps return. They will ship -- regard for sanitation.

are weak on points ed. When reports are wanted -- not is good of the or. We must water organization is no same tests apply.

## Weekly Stories of Sales Accomplishment that will Spur your Salesmen on

We scour the country for actual stories of how successful salesmen in all lines of business are making themselves more valuable to themselves and to their house. These news-stories are prepared in bulletin form, with the moral sharply drawn, and furnished to subscribers in quantities for remailing to salesmen. These weekly messages of help are welcomed by the salesmen of hundreds of concerns in nearly every line of business.

### A Few Typical Bulletin Subjects

- "When Experience Ceases to Be an Asset"
- "What Exposing Yourself to Orders Will Do"
- "Using the Warm Weather to Help You Sell"
- "When the Buyer is of the Hard-Shell Variety"
- "Succeeding Where You Are With What You Have"
- "How One Salesman Increased His Sales 500%"
- "When the Buyer Thinks He Isn't Interested"
- "Cutting Down the Cost Per Call"
- "Making Every Part of Your Territory Pay"
- "Thinking Two Laps Ahead of the Other Fellow"
- "Can a Salesman Sell Goods on Saturday?"
- "Doing the Thing That Can't Be Done"

Remember these are **not** generalized "pep" talks. Each bulletin is based on actual experience, and gives names and places. They cannot be purchased separately, but are sold only in connection with the Dartnell Monthly Sales Service, which ranges in price from \$4.50 a month up, according to the size of your sales force. Besides these weekly bulletins, four other features comprise the service.

### Special Demonstration Offer

In order to familiarize readers of SALES MANAGEMENT with the character of these bulletins, we will send, postpaid, the twelve bulletins listed above, put up in a loose-leaf binder, complete for \$2.00. If you find them unsuited to your needs you may return them for credit.

## THE DARTNELL CORPORATION

223 W. Jackson Boulevard, Chicago

### A Few Typical Users of these BULLETINS:

Swift & Company  
National Lead Company  
Chalmers Motor Company  
National Cash Reg. Co.  
Multigraph Company  
Palmolive Company  
Baker-Vawter Company  
International Harvester  
Alex. Hamilton Institute  
Walkover Shoe Company  
Berkey & Gay  
B. F. Goodrich Co.  
Procter & Gamble  
Western Electric  
Wilson & Company  
Spencer Trask & Co.  
Mennen Chemical Co.  
Todd Protectograph Co.  
Stanley Works  
Corona Typewriter Co.  
Pestum Cereal Company  
Geo. B. Carpenter  
Remington Arms Co.  
American Chicle Co.  
Paige Detroit Company  
Chicago Tribune  
The Farm Journal  
Street Railways Adv. Co.  
Johns-Manville Co.  
The Beaver Board Co.  
National Casket Company  
National Biscuit Co.  
Bird & Sons  
Clawson & Wilson  
Francis Leggett & Co.  
Phoenix Mutual Life  
U. S. Rubber Company  
Pratt & Lambert  
Butler Brothers  
and nearly 1,000 other large and small concerns selling through salesmen.

## What Sales Managers Clubs Are Doing

(Continued from page 248)

dress the meetings, and the character of entertainment and dinners to be given. As a general plan it is better to have a dinner or lunch in connection with the meeting.

I have gathered some information on the dues charged by representative associations in different parts of the country which I append:

Club—	Initiation Fee	Annual Dues	No. Members
Chicago .....	\$15.00	\$12.00	110
Saint Paul .....	None	20.00	50
Los Angeles .....	\$10.00	12.00	80
New York .....	None	Assessments	60
Philadelphia .....	None	\$20.00	105
San Francisco .....	.....	6.00	75
Lincoln .....	\$10.00	15.00	30
San Diego .....	5.00	1.50	16

While the dues will, of course, be adjusted to expenses (a club of this kind has no need to accumulate a large surplus), there are many advantages in the assessment plan followed by the New York club as compared to the plan of fixed dues. For one thing it gives the board more leeway in conducting the club, and they can institute any plan that appears necessary without worry as to the money available from dues. A good example of this is the reports of meetings sent out by the program committee of the New York organization. The character of the discussions held by this club is such that a stenographer is employed to make stenographic notes, the transcription of which is carefully edited, mimeographed, and mailed out to the entire membership.

### Making the Firm a Member

It is wise to give careful consideration at the outset to the collection of dues. When the dues are levied against the members as individuals there will always be some who are slow pay, or who leave town and never pay, or accidentally on purpose forget all about it. In this connection the plan of the newly formed Lincoln club is of interest. Instead of making membership a personal matter, the membership is vested in the concern employing the sales manager, and, of course, the firm pays the bill. This plan has a tendency also to insure better attendance at meetings, for if the member himself cannot for any reason attend he can appoint some one from the company to go in his stead.

It is one thing, however, to start a club and another to keep it going. The old International Sales Managers Association, and more recently the Salesman-ship Clubs that started with such a flare of trumpets offer good examples of the need of real, helpful and concrete program building. The trouble with most club programs is that there is no se-

quence of thought or order to them. They are just a jumbled up lot of speeches usually by jumbled up speech-makers.

There is still room for a great improvement in club programs, and the first step is the elimination of blue-sky landscape painters which seem to have such a hold on program committees. The New York club has held many profitable meetings, and in nearly every case it was a free-for-all discussion by the membership itself. If members are timid about talking, good results may be secured by basing the discussion of the evening on some text suited for the purpose. A leader is appointed by the chair who reads the text, and each section is then discussed.

## Partial List of Active Clubs

Officers of various clubs now organized are shown in the following list of clubs which have answered my questionnaire. If you are interested in joining the club in your town, or if you are thinking of starting a club, any of these club officials will be glad to help you in every possible way, I am sure:

**Sales Managers' Association of Canada:** W. J. Wilson, president; J. H. J. Murphy and William Crawford, vice-presidents. Address of Secretary-Treasurer: A. E. Burns, Confederation Life Bldg., Winnipeg, Canada.

**Sales Managers' Club of New York:** T. J. Reynolds, president; C. K. Woodbridge, vice-president; J. George Frederick, treasurer. Address of secretary: C. H. Rohrbach, the Compressed Air Society, 30 Church St., New York City. Club meets every other Friday at the New York Advertising Club rooms.

**Saint Paul Sales Managers' Association:** Edmund S. Doran, president; Edwin M. Ferdon and Z. J. Taylor, vice-presidents. Address of Secretary: A. W. Logan, G. Sommers & Co., St. Paul, Minn. Club meets once a month at the St. Paul Athletic Club.

**Chicago Sales Managers' Association:** C. G. Barth, president; A. E. Hornisher and J. C. Aspley, vice-presidents; C. J. Jackson, treasurer. Address of secretary: M. E. Nickerson, care Celuloid Co., 317 West Adams St., Chicago. Club meets once a month at the Hardware Club rooms in the State-Lake Building.

**Sales Managers' Association of Philadelphia:** John E. Lloyd, president; Arthur H. Scott, vice-president; L. L. McIlhenney, treasurer. Address of secretary: J. LeRoy Smith, care W. B. Saunders Co., 18 West Washington Square, Philadelphia. Club meets once a month in the Green Room at Kugler's Restaurant.

**Lincoln Sales Managers' Club:** N. H. Williams, president; H. P. Lau, vice-president. Address of secretary-treasurer: J. C. Ridnour, 2443 Sewell St., Lincoln, Neb. Club meets monthly at the Lincoln Hotel.


**San Diego Sales Managers' Association:** J. B. Woody, president; H. M. Folsom, vice-president. Address of secretary-treasurer: Arthur J. Morse, care Southern California Music Company, San Diego. Club meets weekly at the Maryland Hotel.

**San Francisco Sales Managers' Association:** F. W. Aust, president; W. B. Goode, H. H. Ware, J. V. Shepard, vice-president; J. B. Rettenmayer, treasurer. Address of secretary: F. E. Boyd, care General Electric Company, Rialto Bldg., San Francisco, Calif. Meetings are held monthly.

**Saint Louis Sales Managers' Association:** A. B. Young, chairman; Ivan Osborne, vice-chairman, John C. Estes, treasurer. Address of secretary: Robert E. Lee, 510 Locust Street, St. Louis. Club meets in the rooms of the St. Louis Chamber of Commerce of which it is a bureau.

## Better Letters Better Selling

*Concise, Interesting,  
Illustrated Weekly Bul-  
letins for Correspond-  
ents, Stenographers and  
Retail Salespeople.*



## Let Me Help You Train Correspondents and Salespeople

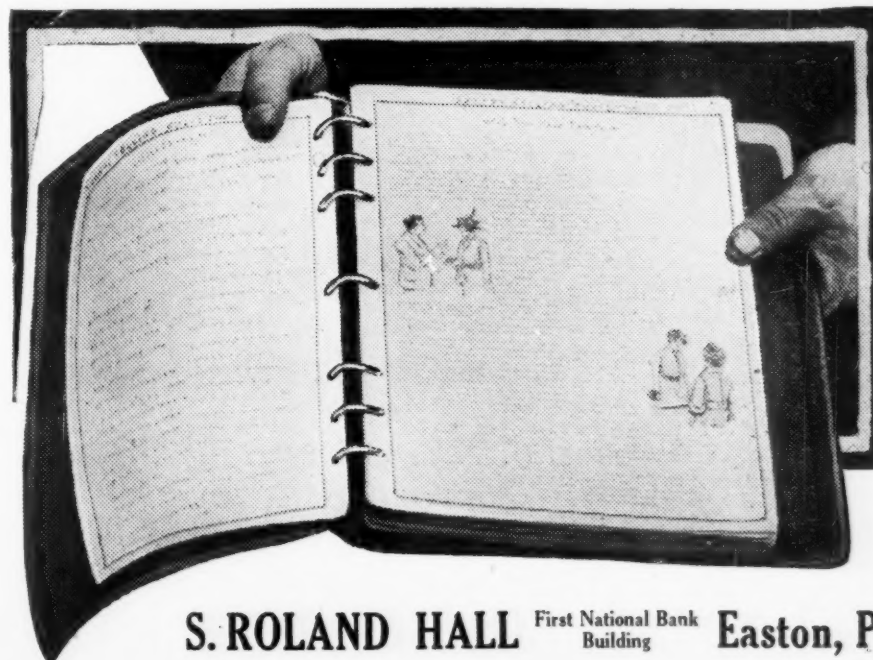
Out of 20 years of experience in advertising, selling, correspondence and employe-training work I have produced two series of weekly loose-leaf BULLETINS, written earnestly, illustrated freely, and printed on only one side of the paper, the other side being left for special comments or examples of the employer—the manufacturer, the merchant, the sales manager, or the correspondence supervisor or chief.

Employees read these BULLETINS as they do a fine letter or an editorial passed around. Progressive manufacturers are using the LETTERS BULLETINS for their Home and Branch Offices and the SELLING Series for

their house-organs, their traveling representatives or selected retail stores. Alert merchants are using the SELLING BULLETINS for training their salespeople.

The whole system is based on the principle of one easy lesson at a time. Such hearty support has been received that increased editions and lower prices have become possible.

There are probably not more than 300 American firms keen enough to do thorough work in these two important fields right now. If you have a suspicion that your firm or client is one of this 300, it will be a pleasure to supply full details.



### S. ROLAND HALL

First National Bank  
Building

### Easton, Pa.



# Sales Management

## Norval Hawkins on the Knack of Closing

There is a law of human nature which you can employ in closing to advantage. It is this: Continuity of action is more powerful in leading to new acts than is any other process. That means simply that if you want the prospect to do a certain thing, the best way is to start him doing something. You get him into action of one sort, and then it is easy for him to switch to another action, the one you want him to perform, signing his name.

It is rather difficult to impel a prospect to commence moving his hand in the process of writing, if you start abruptly for that object. But if you induce him to move his hand doing something else which he will not associate with writing, you have got his fingers into action. The motor center of his brain is activated. Suppose that your contract form has two pages, for example. Request the prospect to turn the page and to note a certain clause; then when his hand is in motion, you dispose of the clause and tender the pen before his fingers return to inaction. Your suggestion of his action of signing reaches him when his fingers are activated. Hence muscular inertia does not need to be overcome.

Again, before we close our present consideration of our double subject, let us recall to mind that the process of decision and of signature involve the doing of things that have not been performed previously in the sale. You cannot close orders by going on doing the same things you have done in the course of your presentation and when working to convince the prospect. You must employ the contrast of images to secure the decision. In order to obtain the signature it is necessary that you call into play a different part of the mind than was employed in deciding.

Finally remember the absolute necessity for feeling confidence in yourself and in your methods if you would engender in the prospect the needed degree of confidence in you. Banish from your heart the fears of the closing stage that may have handicapped you previously—(From Mr. Hawkins' new book, "The Selling Process.")

### DIVISION MANAGERS

There is room in our organization for two high powered men to manage a large territory and establish dealers. We manufacture a low price (\$42.50) adding machine which is readily sold through this channel and have a very attractive proposition for the dealers. If you are of the \$5,000 or more a year class and can qualify write us. Only detailed letters considered.

**ACCOUNTING MACHINE  
COMPANY, INC.,**  
156 Broadway, New York

## Personal Services and Supplies

Rates: 15c a line of seven words; minimum \$1.00.

### EXECUTIVES WANTED

**SALES MANAGER WANTED** by old established biscuit manufacturer in Ohio city. Present sales force numbers fifteen men, but will add eight new men within the next few weeks. We want a man who has had experience in this line and demonstrated his ability to produce results. Salary will be commensurate with ability to produce results. All replies will be held in strict confidence. Box 907, SALES MANAGEMENT.

Manufacturer of several nationally advertised lines looking for Sales Executive with both inside and outside experience. Must be capable of handling big business and organizing and directing a sales organization. Mail photograph, giving name and address, age, education, full business expected. All correspondence confidential. SALES MANAGEMENT. Box 901.

**WANTED BY MANUFACTURER**—Sales manager thoroughly acquainted with the office specialty business and particularly adding machines. Must have business, sales, and organization ability. Unusual opportunity for the right man. Give references and experience in first reply. Address Box 902, care SALES MANAGEMENT, Chicago.

### SALESMEN SEEKING POSITIONS

A successful salesman, 37, now sales manager for a prominent hardware specialty manufacturer, seeks a wide range for his fifteen years experience. Has sold successfully in New York, Philadelphia and New England though a native New Yorker. Would consider representing an established house in New York City. Salary, \$4,000 and commissions. Address Box 903, SALES MANAGEMENT.

Branch sales manager, now employed by large tire company in Middle West, would like to secure position as sales promotion manager, sales manager or salesman for some wide-awake manufacturer who desires to go out after business in an aggressive manner. Held a commission as captain of Infantry A. E. F. Am 30 years of age, married, and if position presents an opportunity for advancement will start for \$3,600 a year. SALES MANAGEMENT, Box 904.

### EXPORT REPRESENTATION

I am an old colliery salesman with an intimate acquaintance with all the big British buyers. I want to get in touch with some American producers who want to sell their coal in Great Britain. H. Humphris, Member Institute of Mining Engineers, Blaenau Festiniog, North Wales, Great Britain.

### PRESS CLIPPINGS

We read and clip for thousands of busy people the best things on any subject appearing in the current daily and weekly newspapers. Send stamp for booklet or write us what you want and our readers will get it for you. Consolidated Press Clipping Co., 604 Manhattan Bldg., Chicago, U. S. A.

### SUPPLIES

#### FOR SALE MAP TACKS

20,000 to 30,000 assorted colors, Rand McNally enameled map tacks. Will sell entire lot or part, at very low price. Mexican American Hat Company, 1723

#### Salesmen's Application Blanks

Application Blank gives you vital information and a complete record.

Comes in 4-page folder forms, 8½x11 inches, business letter size, punched to fit standard three-ring binder. Prices:  
100 blanks, post-paid.....\$ 5.00  
250 blanks, post-paid.....8.00

#### Send for Sample

The Dartnell Corporation, Supply Dept., 223 W. Jackson Blvd., Chicago.

### PARIS AGENCY

Firm of 19 years' standing, now handling American motors, trucks, and agricultural implements, desires additional agencies with well known and reliable manufacturers. Can offer trade references and have interesting proposition to make with benefit of branch house in Northern France. Would prefer having privilege of France. Address GUERIN FRERES, 10 Rue de Laborde, Paris.

## SALES MANAGERS

**DRIVE YOUR  
POINT HOME  
WITH CARTOONS.**

**EMPHASIZE  
YOUR MESSAGE!**

**LIVEN UP YOUR  
HOUSE-ORGANS, SALES  
LETTERS, BANQUET MENUS,  
ADVANCE CARDS ETC.**

**SPEAKING LIKENESSES  
DRAWN FROM LIFE OR  
PHOTO.**

HARRISON  
2482-LEW MERRE  
CHICAGO



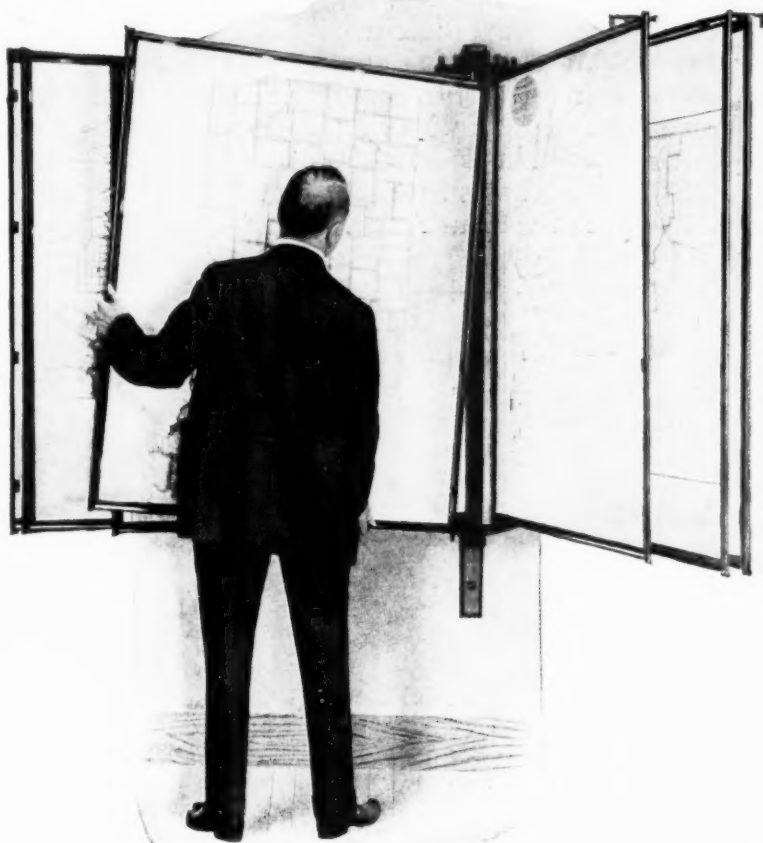
6085  
DEARBORN

## CARTOONIST



## Illustrate Your Sales Plans With the Multi-Unit Map System

**I**NFORMATION about sales in any territory. In a twinkling the Multi-Unit Map System will give you the vital facts. It will help you



plan business-getting campaigns. Shows where sales are improving and where competitor's salesmen are working hardest. Enables you to cover territories thoroughly. Route salesmen economically. Scores of sales facts told in a glance. All information immediately visible—within arm's length—yet out of the way when not in use.

### "Washable Surfaces"

Sales statistics, quota figures—any information you wish—can be written right on the surface of maps if desired. Our Special Celluloid Finish forms a hard transparent coating over the surface of the map. It is waterproof. Facts can be indicated with water color paints, crayons, pencils, or inks. Does away with colored strings. No searching through bulky files; no pondering over reports. Information marked on map is as permanent as desired. A damp cloth instantly clears the surface when you want to change the marking. Each map is mounted on compo-board. You can use colored tacks in addition to the special marking system.

### Convenient as a Book

Whether your territory is a few states or the entire forty-eight—you can get a Multi-Unit outfit to show every detail of your particular territory—yet occupying very little more space than a single wall map. Built on the loose leaf plan. You can start with a small equipment and add to it as the need arises. Turning a leaf in the Multi-Unit Fixture flashes each different territory into view. Counties, townships, cities, villages and stations are all indicated. Full information given concerning rail—interurban and automobile transportation lines. Completely indexed on margins. Any map can easily be taken down and as easily returned.

### Ask Us Questions

You incur no obligations in telling us about your map problems. We can help you. Our 34 years' map making experience is available to you at the cost of a postage stamp.

### A Few of the Concerns Using Multi-Unit Map Equipment

United States Rubber Co.  
Pathe Exchange, Inc.  
Maxwell Motor Co.  
Moline Plow Co.  
Studebaker Corporation  
Cleveland Tractor Co.  
Chevrolet Motor Co.  
American Motor Truck Co.  
Hoffman Oil Co.  
New Home Sewing Machine Co.  
Toledo Bridge & Crane Co.  
Lakewood Engineering Co.  
Tiona Refining Co.  
General Motors Corporation

## NATIONAL MAP COMPANY

INDIANAPOLIS

Home Office: 36 Georgia St., Indianapolis

NEW YORK

### REQUEST FOR FREE MAP INFORMATION

#### NATIONAL MAP COMPANY

Indianapolis, Indiana

Date.....19....

Gentlemen:

You may send us, without obligation on our part, suggestions for map equipment, covering the following territory:

.....

.....

Name .....

Street Address .....

Town..... State.....

## The Futility of Sowing Wheat by Aeroplane



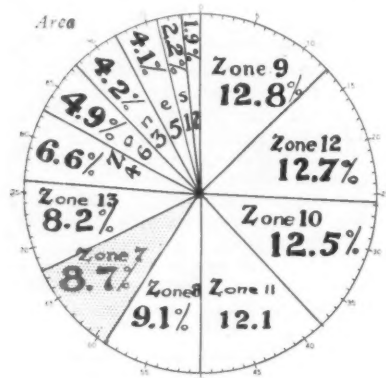
This map shows the United States divided into thirteen logical merchandising zones. The dots represent 43 dominant trading centers and the radiating lines the zones of influence of the metropolitan newspapers in each city. The following graphic charts will aid in solving the problem of apportioning advertising and sales efforts among the different zones.

Much of the advertising which has passed under the heading of "National" is beautiful and spectacular, but about as practical as the sowing of a ten thousand acre farm by aeroplane.

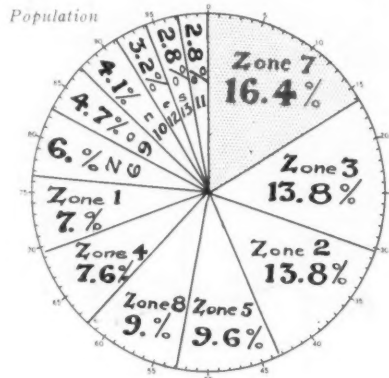
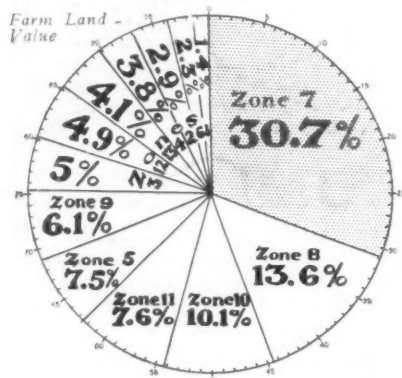
One acre well plowed and scientifically cultivated will produce a thousand times as much net profit as ten thousand acres farmed by aviation.

Similarly the advertiser who studies markets and concentrates his advertising and selling efforts in those zones which are most fertile in possibilities for him will profit more than the one who spreads his appropriation thinly over the nation in mediums far removed from the people.

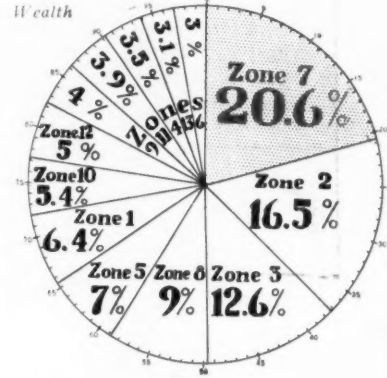
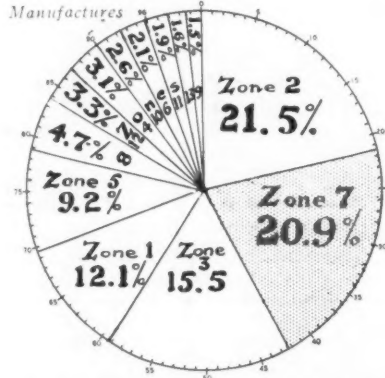
The map and charts here shown offer an index to the relative value of various American markets.



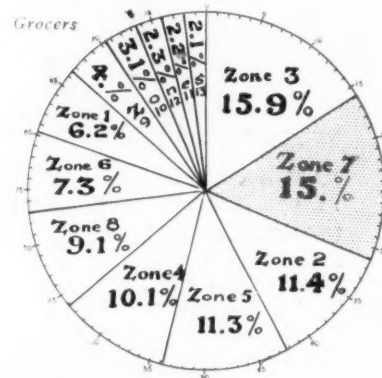
Note that The Chicago Territory—Zone 7—has only 8.7% of the area of the country, but its farm land is worth almost half as much as that of all the rest of the United States combined. The Chicago market rests on the most secure foundation the human mind can conceive—the fertile prairies of the great American corn belt. These farms create billions of dollars of new wealth each year. And this year's crop will break all records.



Not only has the Chicago territory 16.4% of the total population of the United States in 8.7% of the area, but this 16.4% of the population has 20.6% of the national wealth. Note also that only the Chicago territory excels both industrially and agriculturally. The zone which is second in farm land value is sixth in manufactures and the only zone which leads the Chicago territory in manufactures is eleventh in farm land value.



Every grocer represents a certain sales problem and expense that must be met before a food manufacturer's product can find its way to that grocer's customers. It is obvious that by selling the grocers of the Chicago territory—15% of the total—access is had to 20.6% of the purchasing power of the country. In contrast, note another zone where one must sell 10% of the grocers of the United States to reach 3.5% of the buying power.



For a more thorough discussion of this subject write for the Tribune's 1919 BOOK OF FACTS on Markets and Merchandising which will be sent free to any agency, manufacturer or selling organization if requested on business stationery.

# The Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

